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MAGAZINE

Department volunteers
assist in disaster relief

Department helps Vietnam
boost maritime security

**U.S. initiatives turn tide against AIDS
epidemic in unique African enclave**

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A view of a washed out road near Utuado, Puerto Rico, after a Coast Guard Air Station Borinquen MH-65 Dolphin helicopter crew dropped relief supplies to residents Oct. 3.

Photo by U.S. Coast Guard Petty Officer 3rd Class Eric D. Woodall

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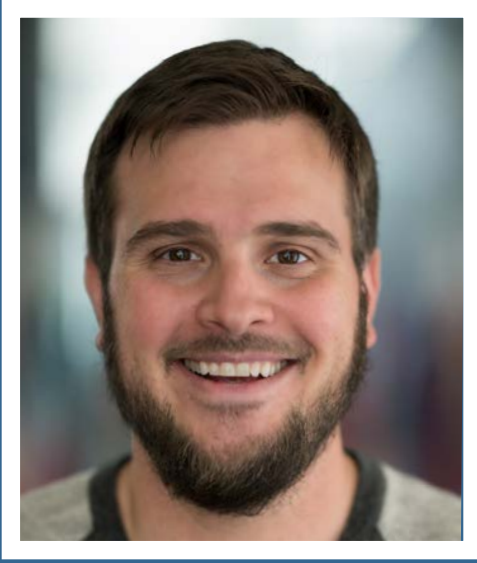
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On the cover

A Swazi woman holds her child during a PEPFAR-supported event aimed at empowering and educating mothers.

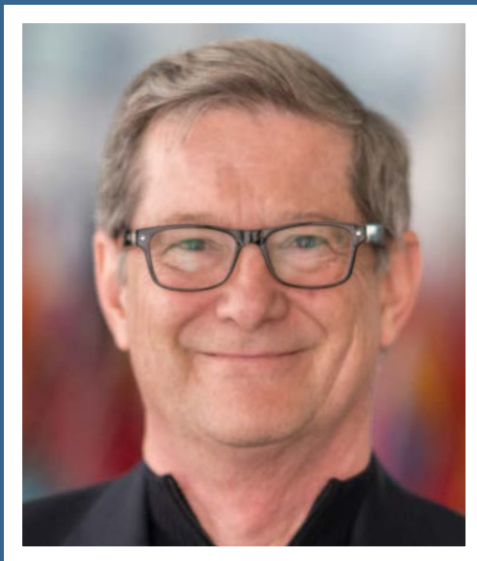
Photo by Isaac D. Pacheco



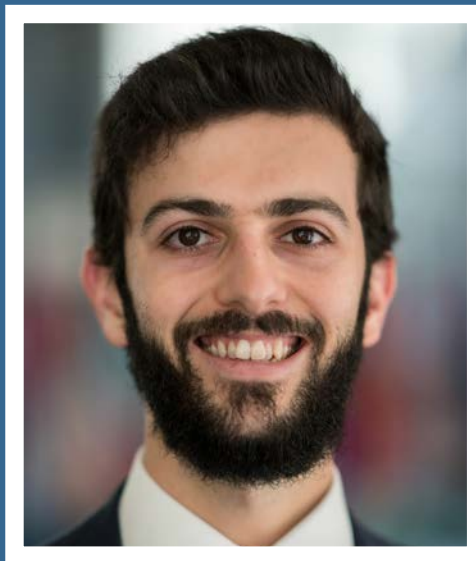
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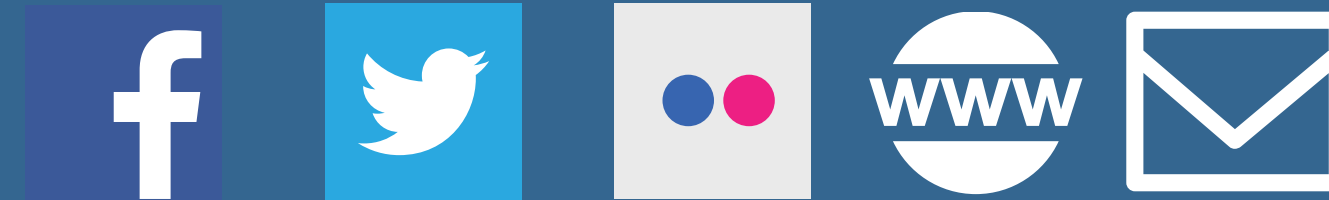
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MAGAZINE



Olympic team members from American Samoa join members of Embassy Ashgabat's local guard force to celebrate sports diplomacy at the ambassador's residence.

State Department photo

Ambassador Lauds Samoan Athletes in Turkmenistan

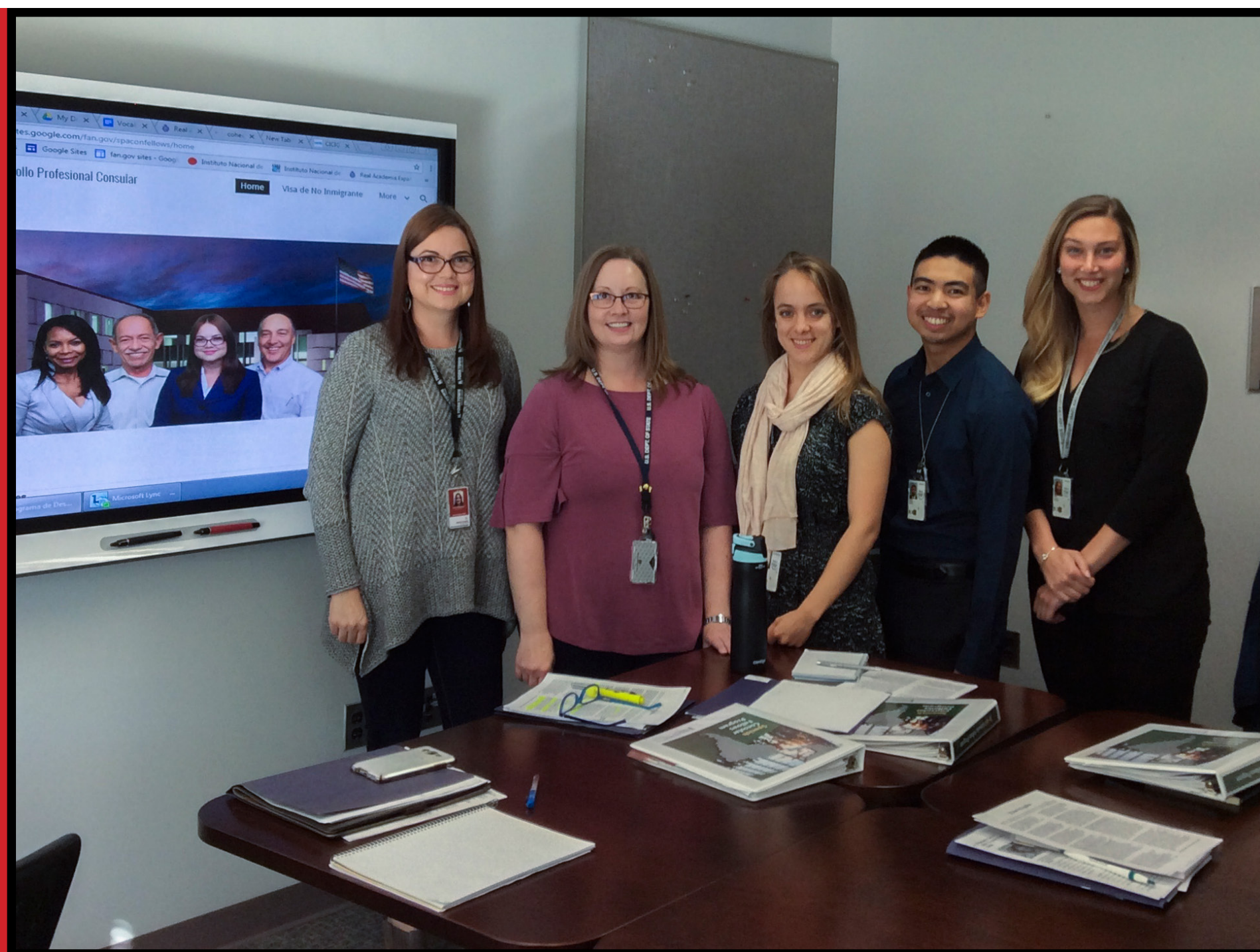
On Sept. 21, seven athletes and four members of the American Samoa Olympic delegation met with Ambassador to Turkmenistan Allan Mustard, his spouse and embassy staff at the chief-of-mission residence. The wrestlers and track-and-field athletes from American Samoa had traveled some 9,000 miles to Turkmenistan, where they competed in the fifth annual Asian Indoor and Martial Arts Games (AIMAG), Sept. 17–27.

Ambassador Mustard said the Samoan delegation represents not only American Samoa and the United States but a whole new world to Turkmenistan. “I hope you will take every opportunity to meet with the volunteers and other competitors, and to describe your home, your lives and your passion for sports,” he said.

At the ambassador's event, the American Samoan athletes met with four Turkmen sports medalists who are part of the embassy's local guard force. Turkmen and American Samoan media covered the AIMAG, highlighting success stories of their respective athletes. Later in the week, Samoan track-and-field athlete Isaac Silafau visited with 90 Turkmen youth and adult English-language learners at the Information Resource Center for discussions, selfies and autographs.

The public affairs section worked with the Bureau of International Information Programs (IIP) to communicate about AIMAG on a number of its social media accounts, showcasing the athletes from American Samoa and Guam and providing information on medal counts and road closures. IIP also provided the embassy with video on sports diplomacy.

More information about AIMAG is available [online](#), along with [video](#) of the full opening ceremony on YouTube. ■



Those who used the FAN during the Consular Fellows Consular Tradecraft Spanish course include, from left, instructors: Laura Velazquez, Susan Southworth, Jennifer Davis, Randall Ramos and Lindsay Dana.

Photo by Emilio Pascal

New Spanish Courses Debut on FAN

FSI's School of Language Studies recently launched two Spanish courses, Hacia Adelante (Onward) and Spanish for Consular Fellows, that are delivered entirely via the Foreign Affairs Network (FAN). Their materials include videos, collaborative documents, recorded interviews, vocabulary tools, links to newspapers and practice resources. Because FAN is a Google platform, not an OpenNet system, the courses are accessible online anywhere, any time, on any device.

The use of FAN instead of textbooks promotes student-centered language learning in a format that allows students to design their own pathways and order materials according to individual study habits and organizational preferences. Students bring smartphones and iPads to class. Teachers use FAN to help students select and prioritize their professional vocabulary, while the Google calendar function facilitates spaced repetition, deepening their learning.

In the FAN environment, instructors communicate with students, often collaborating on group projects, and instructors create and share class material on Google Docs. Instructors can provide feedback in the shared documents, and students track their progress. This transparency and sharing helps new teachers identify best practices from their more experienced colleagues.

The two FAN-based courses keep FSI's language curricula aligned, current and informed by research done on second-language acquisition. FSI is modernizing and refreshing up to 12 curricula in this manner every year and expects additional, all-online curricula will be developed and launched via the FAN in coming months and years.

In the words of one FSI Spanish instructor, "Now, we cannot imagine a class without the FAN." ■



Three hundred female students from Indian engineering colleges create innovative solutions during a Road-to-GES hackathon held in Andhra Pradesh.

Photo by Girls-in-Tech

Hackathon Attracts 300 Female Students

U.S. Consulate General Hyderabad in August co-hosted a two-day “hackathon” in the city of Vizag for 300 female students. It was one in a series of activities in advance of the international Global Entrepreneurship Summit that the governments of India and the United States will co-host Nov. 28–30 in Hyderabad. Recruited from a large pool of applicants, the students were from various engineering colleges in the Indian states of Andhra Pradesh and Telangana and were encouraged to brainstorm practical solutions for use in the Smart City program.

Smart City is an Indian urban renewal and retrofitting program that focuses on opportunities to improve citizens’ lives through public and private initiatives. The Department supports that initiative in Vizag through such programs as a speakers series organized by the U.S. Embassy in New Delhi.

In the hackathon, five teams emerged as winners, including one that created Nano Sol, a paint that harnesses solar energy; another that created Intelligent Ambi, a smart-ambulance service; and the producer of Tour Gel, a convenient routing and scheduling app for tourists.

State and city governments, private corporations, civil society and education institutions collaborated to make this event a success, and 25 government dignitaries participated. More than 40 professionals mentored the women on startup methodologies, selection of ideas, product development and software coding. The hackathon taught participants how to choose a viable product idea, identify target users and the technical capabilities required for product development, and how to effectively present their solutions to decision makers. Chief technology officers from organizations such as IBM, Wavelabs and 50K Ventures provided overall guidance and mentorship throughout the hackathon.

The students acquired new skills, internship offers, job opportunities, and incubation and seed funding for their Smart City innovations. The U.S. Trade Development Agency also hopes to provide the winners with an opportunity to pitch their ideas in Washington, D.C. ■



From left to right, Melissa A. Pousette, Christa E. Thiel, Kate E. Berg, Catherine A. Hickey and Susan M. Schmitt complete certification to become the Department's newest Work-Life-Wellness coordinators.
Photo by Kymberly Tiffany

MED Trains Work-Life Coordinators

Five employees from different posts gathered Sept. 25 at the Bureau of Medical Services to attend the Department's first Work-Life-Wellness coordinator training. The four-day course, facilitated by the Office of Occupational Health and Wellness, taught attendees how to establish a sustainable program that positively affects all employees' health and wellness, and aids their work-life juggling, regardless of post.

The FSI-approved curriculum focuses on strategic planning, implementation and evaluation. It also considers a post's needs and resources, and informs attendees of how to implement scientific assessment and reassessment practices and health-promotion tools.

To date, most wellness initiatives throughout the Department have been one-off initiatives that may fade upon departure of a single, passionate volunteer. Instead, MED Wellness hopes to empower posts to establish work-life wellness committees led by certified coordinators that outlast any single employee's tour of duty.

These committees will unite representatives of different offices and agencies within a post and will be led by a coordinator, who will implement a robust, location-based work-life wellness program.

In the private and public sectors, worksite health and wellness programs have boosted retention, job satisfaction, physical and mental health, and productivity and engagement. MED Wellness and its partner, the Human Resources Bureau's Work-Life Division have seen tremendous success with the pilot work-life program currently underway in Bogotá.

MED Wellness aims to offer additional training opportunities in fiscal 2018, and will work with any interested posts to take the initial steps in promoting health and wellness on location. ■

Conflict Matters

BY SHIREEN DODSON, DIRECTOR,
OFFICE OF THE OMBUDSMAN



Handling Relationship Conflicts

In my last column, I focused on how to recognize that you are in a conflict or facing a challenging situation. This can often be the very important first step in productively managing the conflict you're facing. Once you've recognized you're in a challenging situation, this can help you to identify the type of conflict you are facing, to be able to ask relevant questions and match the solution with the issues at hand. In this second column of this series, I'll focus on one of the types of conflicts I mentioned, relationship conflicts. For some, these can be some of the easiest to resolve, while for others they are the most difficult.

Relationship conflict refers to a personal conflict that develops over disagreements and differences between individuals or groups. In the workplace, conflicts involving relationships many times are due to miscommunication, strong emotions, assumptions or even repetitive behaviors that are viewed negatively by others. These can be caused by differences in attitude, mindsets and perceptions. Sometimes these conflicts can be very personal in nature. They can also be difficult to diffuse and fix in an organization and can be long lasting and hurtful to employees' job commitment, productivity, trust and performance.

If you are experiencing a relationship conflict with a co-worker or manager, it can be helpful to take a step back and notice what triggered the reaction for you (even if it was just a change in your thought process and did not necessarily generate an outward response). Did a co-worker cut you off in a meeting? Did your boss fail to ask you for your advice on something when he or she usually does? Why did this elicit a reaction for you? Was it purely personal, or are there other factors at play? Maybe someone in your office is simply having a bad day, and the behavior has nothing at all to do with you. This doesn't necessarily mean that something shouldn't be addressed, but having this insight might be able to help reduce some of the heightened tensions and emotions you may be feeling.

A manager dealing with a relationship conflict between people he or she supervises should understand how the employees want their relationship to be going forward. Some important questions to ask are: Can the relationship be rebuilt? What does one person need from the other? How will they work together to avoid the miscommunication in the future? Is there a way that you can build systems to help prevent conflict in the future?

Of course, it is important to remember that conflict itself is actually a normal part of any healthy relationship. Two people can't be expected to agree on everything, all the time. Some of the greatest inventions and ideas have come from people in conflict or disagreeing on something. Naming the conflict and managing it instead of letting it fester are key practices and can even provide an opportunity to strengthen the bond between two or more people. ■



Harlem Globetrotting

Basketballers help embassies reach out to youth

By Joshua Shen, cultural affairs officer, Bureau of Educational and Cultural Affairs

The Department of State has a long history of using sports to build connections with peoples and countries worldwide, including a storied partnership with the Harlem Globetrotters that began in the early 1950s and was designed to counter Soviet propaganda and engage audiences on both sides of the Iron Curtain.

Today, when considering America's worldwide strategic goals, common themes emerge: promoting inclusion and social cohesion, empowering women and girls, strengthening resiliency for marginalized communities, and fostering leadership and democratic participation for youth. The Sports Diplomacy Division in the Bureau of Educational and Cultural Affairs (ECA) recognizes the power and popularity of American sports as a way to communicate these goals to new audiences. Moreover, Sports Diplomacy can be especially effective in difficult programming environments when other outreach activities are curtailed or blocked completely.

In September 2017, the division revived its historic relationship with the Harlem Globetrotters in coordination with U.S. Embassies in Lithuania and Estonia. Two members of the Globetrotters traveled to both countries as Sports Envoys to promote social integration and cohesion among different ethnic groups, including Russian-speaking communities exposed to frequent anti-American news.

Anthony "Buckets" Blakes leads a group of youths in an excersie on the court. Basketball clinics in Lithuania and Estonia reached Russian youth.
State Department photo



“It’s an honor to once again be working with the State Department to spread a message of goodwill around the world,” said Howard Smith, president of the Harlem Globetrotters.

Represented by Anthony “Buckets” Blakes and Crissa “Ace” Jackson, the Globetrotters showcased their basketball artistry and entertaining humor, while also sharing an important message about bullying prevention and character development. Heading into its 92nd season in 2018, the

Tallinn targeted rural communities and the Russian-speaking northeast. The sports envoys’ message of inclusion promoted social cohesion in economically struggling areas where negative views of the United States are prevalent.

Blakes and Jackson led 14 basketball clinics for youth in 13 communities across Lithuania and Estonia, working with more than 2,200 students in both countries. Their signature presentations addressed the ABCs of bullying prevention



Harlem Globetrotters Buckets and Ace celebrate a successful day of programs with Lithuanian youth. *State Department Photo*

Globetrotters have introduced millions to basketball, while building mutual understanding in more than 120 countries and territories on six continents.

In Lithuania, the U.S. Embassy in Vilnius used the country’s passion for basketball and the Globetrotters’ fame to bring together students from Lithuanian, Russian and Polish schools, which rarely interact with one another, promoting a strong message about social inclusion. Similarly, the U.S. Embassy in

(action, bravery and compassion) for children ages 6–12, and C.H.E.E.R. for character (cooperation, healthy mind and body, effort, enthusiasm, and responsibility) for youth ages 13–18.

“The Globetrotters have not played as a team in Lithuania for more than 10 years, but fans here still remember broadcasts of their games in Moscow during the Soviet period,” said U.S. Ambassador to Lithuania Anne Hall. “Young Lithuanians were thrilled to meet them

| *Cont.* | ▼

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Clockwise from Top Left: Buckets shares a lighthearted moment with Estonian children; Buckets and Ace teach Ambassador Melville how to spin a ball at the relaunch of American Space Narva; Buckets shows an Estonian girl how to dribble the ball between her legs; Ace and Buckets celebrate as a participant spins a ball on his finger; Ace goes one-on-one against an Estonian boy during a clinic outreach program.

and very open to their message of social inclusion. As an embassy, we were delighted that the Globetrotters' organization was so enthusiastic about renewing its relationship with the State Department."

In addition to clinics for young athletes, Blakes and Jackson appeared on popular national television programs nationwide. The clinics received local press coverage as well. In Estonia, the Russian-language newspaper Северное побережье (North Coast) dispatched a reporter, whom the Globetrotters invited on stage to participate in their "magic circle" basketball demonstration. In Lithuania, the visit received regional Russian-language TV coverage. Countless excited selfies with star basketball players amplified the program's reach to friends and family on social media.

Blakes and Jackson tied their messages about character and bullying prevention to the Harlem Globetrotters' 92-year history of overcoming prejudice and bullying. The Globetrotters broke the color barrier for African-Americans



Buckets takes a selfie with a Lithuanian youth.

State Department Photo

in professional basketball and broke the gender barrier allowing female athletes to play on the same professional sports teams with men. Globetrotter Nat "Sweetwater" Clifton became the second African-American to sign an NBA contract in 1950. Lynette Woodard became the first woman to play for an all-men's professional sports team when she joined the Globetrotters in 1985.

Particularly in the smaller towns, the visit was heralded as a major cultural event, with strong attendance from mayors and community leaders. This sports diplomacy program strengthened long-term efforts to increase embassy engagement and build relationships with rural communities, particularly those with high ethnic minority populations. The trust established with new contacts in local municipalities, schools and civil society will help advance the work of other U.S. public diplomacy programs.

Dynamic sports envoys offer creative opportunities for U.S. embassies to attract new audiences and relationships. In Lithuania, Blakes and Jackson performed at halftime for a crowd of 2,000 during the first home game of the season for Vilnius' professional basketball team. In Estonia, they helped Embassy Tallinn attract attention to the newly renovated American Space in Narva. Speaking English throughout their clinics and media engagements, the sports envoys also reinforced both missions' message of English opening doors with local youth and their parents, ultimately promoting economic development, social inclusion and a connection with the West.

"The Globetrotters deftly bridged the so-called 'last three feet' with local people of all backgrounds, powerfully promoted our foreign policy goals," said Assistant Public Affairs Officer David Wacker.

Posts interested in Sports Envoy programming can now submit their own program proposals for calendar year 2018 to the Sports Diplomacy Division. To discuss opportunities to use sports diplomacy to advance your post's strategic goals, email SportsEnvoy_Visitor@state.gov. ■



Storm Surge

Department volunteers assist in disaster relief

By Lynda Kasonde, director, Policy and Planning Division, Office of Emergency Management

Hurricanes Harvey, Irma and Maria left historic devastation in their wake. People in multiple countries were stranded or displaced without food, water or shelter. Beyond the extensive federal response, however, few in the public know that Department of State personnel deployed to provide aid in Texas, Florida, the U.S. Virgin Islands and Puerto Rico as part of the Department of Homeland Security Surge Capacity Force.

Trained volunteers from among the ranks of Department staff managed logistics, public assistance, individual assistance, disaster survivor assistance and community-relations outreach, among numerous other endeavors. Volunteers, deployed for up to 45 days, engaging directly with disaster survivors and helping them navigate the host of available programs and apply for federal disaster assistance.

To help organize this effort, the Department activated its Incident Management Team, which collaborated with officials and leaders at affected locations to ensure accountability of all Department personnel and assets, as well as process collateral-damage reports and track the status of facilities and operations disrupted by the storms. Additionally, the Department provided 24/7 support to the Federal Emergency Management Agency (FEMA) headquarters. Support included fielding international offers of assistance in conjunction with the Department's Operations Center, and coordinating with multiple



A cyclist rides through a street damaged by Hurricane Maria in Humacao, Puerto Rico, Oct. 28, 2017. Hurricane Maria formed in the Atlantic Ocean and struck islands in the Caribbean, including Puerto Rico and the U.S. Virgin Islands.

Photo by USAF Tech. Sgt. Larry E. Reid Jr.

foreign governments, alongside FEMA, to bring in needed supplies. The Department also deployed its Fly Away Support Team (FAST) to Texas, Florida and Puerto Rico to assist foreign nations' diplomats. The Department also deployed the Public Affairs Crisis Response Team (PA-CRT) to share its crisis-communications expertise in Puerto Rico, where the PA-CRT helped restore digital communications to improve crisis management.

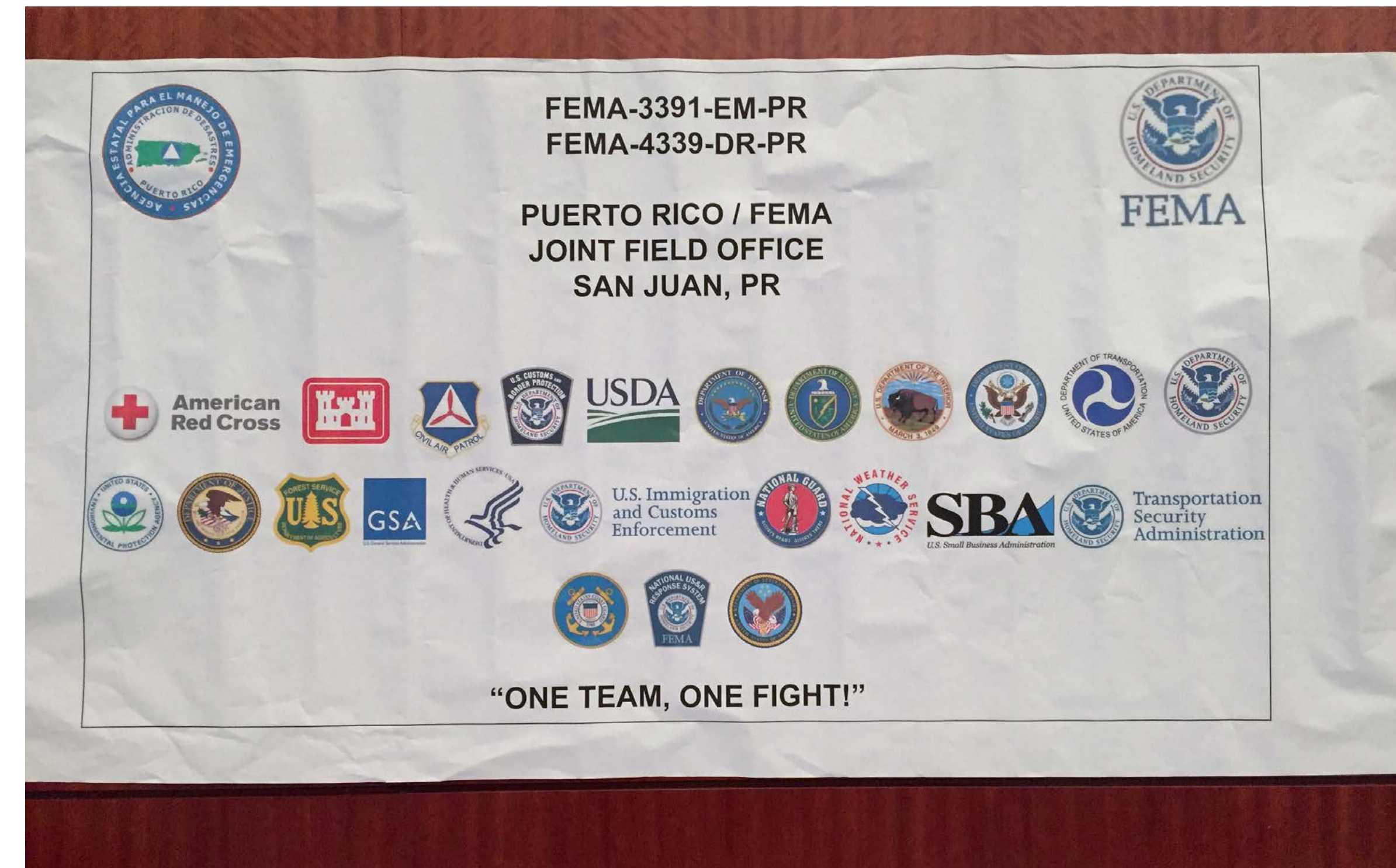
Department of State volunteers on the ground in Puerto Rico provided firsthand accounts of their experiences. Hannah Lyons, a public affairs specialist, worked with survivors of the devastating storms. She said people were camping for an entire month in the rubble

of what was once a home, with only a tarp for a roof. They had no power, except for a small generator powered by gasoline; some did not even have that.

Many people also did not have clean water, except for bottled water bought at the poorly stocked local grocery store. Others were worried that every new thunderstorm might trigger mudslides that could cut the community off from the main road. Some have sick neighbors, such as a child with diabetes, who must keep their medicines refrigerated. Having two major hurricanes hit within weeks of each other means that nearly 75 percent of the island was still without electricity a month after Hurricane Maria. Lacking electricity, municipal water treatment plants cannot operate or pump water into neighborhoods.

Another volunteer, Jessica Dancel, a digital communications advisor in the Bureau of Consular Affairs, joined FEMA's digital communications team, which bolstered information-sharing efforts. The team fielded dozens of inquiries a day on the Facebook page of FEMA-Puerto Rico, responding to critical needs. Requests included tarps to cover damaged roofs, medical facilities and other urgent needs. Social media played an important role in providing FEMA with feedback, and the digital communications team identified special needs to the teams in charge of planning food and water drops to remote or cut-off areas.

Another volunteer, Karl Duckworth, a cultural affairs officer, helped deliver supplies to rural communities. He said FEMA, the military, nonprofit organizations



This banner was hanging on the wall in the Interim Joint Field Office at the Puerto Rico Convention Center; it shows some of the departments and agencies of the federal response to Puerto Rico.

Photo by Mario Sumter, FAST Team



Only rubble remains from an old sugar cane building in Maunabo, once painted with the Puerto Rican flag.

State Department photo

| Cont. | ▼

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Soldiers of the 190th Engineer Battalion, 101st Troop Command, Puerto Rico Army National Guard, conduct a route-clearing mission. Fallen trees, power lines and debris kept the community isolated for days and restricted access to a Doppler radar in the area.

Photo by Staff Sgt. Wilma Orozco Fanfan, 113th MPAD, Puerto Rico Army National Guard

like the Red Cross and UNICEF, other nations and other outside organizations have tirelessly responded in the recovery efforts, working alongside welcoming Puerto Ricans.

While there are still plenty of pressing issues, things are slowly getting better. Trees that were stripped of nearly every bit of green are growing new leaves. Debris is being cleared from the roads. Power crews are repairing and often completely rebuilding power lines. But much more work lies ahead.

Troy Taylor, director of the Office of Emergency Management, noted the unprecedented response and recovery efforts: “I am very proud of my Department of State colleagues who have demonstrated selfless dedication to the domestic response and recovery efforts for these disasters by putting their lives on hold in order to assist their fellow Americans in their greatest time of need.”

A special thank you goes out to the Department employees who donated their time in the recovery effort or donated funds to the Employee Emergency Fund. ■

Left to right: Ramon Molina (OFM/MIA), John McDermott (OEM), Miguel Morales (OFM/MIA), Frances Crespo (OFM/MIA, Regional Director), Luis G. Rivera-Marín (Secretary of State of Puerto Rico), Mario Sumter (OEM) and Daniel DiLeo (M/OFM).

State Department photo



Swaziland

U.S. initiatives turn tide against AIDS epidemic in unique African enclave

Story and photos by Isaac D. Pacheco

Opening photo: Women perform high kicks as part of a traditional Swazi dance at the Mantenga Cultural Village in Ezulwini.

The smoothly paved expressway originating from King Mswati III International Airport in Lubombo cuts across the largely impoverished heart of Swaziland like a shiny black ribbon, ushering travelers comfortably to and from the main international air portal of Africa's last remaining absolute monarchy. Traveling west, the blacktop courses past the subdued skyline of the country's largest city, Manzini, and eventually gives way to a hardscrabble two-lane highway and rolling hills, signaling the transition from the Lowveld's savanna scrubland into the verdant Middleveld.

Here, groves of eucalyptus tower over the winding, often vertiginous roadway, their water-hungry roots propelling arrow-straight trunks skyward at a dizzying pace. Wood pulp from these fast-growing 18th-century Australian imports fuels a burgeoning lumber industry, but also contributes to water shortages in an already arid growing region. Lush groves of sugarcane dotting the countryside play a similar game of give and take with scarce natural resources in Swaziland, but remain a significant part of the nation's developing economy.

Landlocked by Mozambique to its northeast and by South Africa on its remaining borders, Swaziland is one of the continent's smallest, and most alluring, nations. Longstanding tribal and familial ties shared by many of the Swazi people contribute to a tight-knit, traditional society that is warm and welcoming of visitors. The nation's largely unspoiled wilderness, replete with breathtaking vistas and a preponderance of exotic animals, offers myriad opportunities for naturalists and wildlife aficionados to explore and discover. | *Cont.* | ▼



Farmers harvest sugar cane in a field near Malkerns.



An impala glances up from a meal of grass shoots at Mlilwane Wildlife Sanctuary in the Ezulwini Valley.

Embassy Mbabane’s newly constructed chancery rests within the fertile Ezulwini Valley, at the base of an iconic geologic outcrop known as Execution Rock. The peak was historically called *Nyonyane* (Swazi for “little bird”), supposedly in reference to what convicted criminals forced to jump to their deaths from its 3,800-foot summit looked like as they were falling. Despite its grisly past, Execution Rock is today a popular hiking destination and a scenic backdrop for a fast-developing region of the country.

At the embassy, a multi-talented cadre of Foreign Service officers and locally employed (LE) staff members manage a complex portfolio of consular services, public diplomacy outreach, political reporting and economic development that is critical not only to maintaining a constructive relationship with the host nation government, but also to building meaningful connections within local communities. American employees’ engagements with Swazi citizens seeking U.S. assistance, as well their daily interactions with LE staff inside the embassy, serve as highly visible reminders that the United States places great value on its partnerships within Swaziland.

“I know we are from different cultures, but when you’re here you do not feel that. It has given me a different perspective about America,” said LE staff member Lungelo Motsa, administrative assistant in the embassy’s facility management office. “The building of the [United States] Embassy here in Swaziland was like building a home. It means they really want to be part of the community. It emphasizes that they actually want to build relationships, and are here to stay and help.” | *Cont.* | ▼

During a weekend outing, DCM Michael Lombardo, right, and other members of the Embassy Mbabane staff hike to Execution Rock along a ridge that overlooks Ezulwini.



One Mission priority in particular, controlling the HIV/AIDS epidemic, continues to demonstrate America's commitment to the people of Swaziland in concrete, measurable ways. Department of State personnel work side by side with U.S. government officials from a consortium of agencies that manages post's most high-profile project, the President's Emergency Plan for AIDS Relief (PEPFAR).

In their executive summary to Congress, the Department's Office of the United States Global AIDS Coordinator (OGAC) wrote that "PEPFAR is an expression of the compassion and generosity of the American people. It is the iconic brand of U.S. government engagement in health, development, security, and diplomacy, unparalleled in its capacity to deliver clear, measurable, and transformative impact."

The PEPFAR program is a multi-pronged health initiative created in 2003 to combat the HIV/AIDS pandemic in developing countries around the world. In sub-Saharan Africa, PEPFAR has been vital to turning the tide on an epidemic that had already claimed the lives of more than 20 million men, woman and children by 2003. In its 2017 congressional report, OGAC detailed the program's many achievements since its inception, when an HIV diagnosis in sub-Saharan Africa was a de facto death sentence, considering that fewer than 50,000 people in the region had access to life-saving antiretroviral treatment (ART) at the time. | *Cont.* | ▼

Top Right: USAID Country Director for PEPFAR Swaziland Wendy Benzerga, center, and Deputy Director Silka Felton, right, speak with a nurse at one of several mobile clinics that travel throughout the country providing counseling and HIV testing for women.

Bottom Right: Swazi leaders and members of the local community join Ambassador Lisa Peterson for a discussion about human rights at her residence in Mbabane.





During recess, boys at Prince Simon Primary School, near Siphocosini, play soccer with a ball made from plastic grocery bags.



Since then, PEPFAR has transformed the global HIV/AIDS response by supporting nearly 11.5 million people in resource-limited settings with ART. The program also employs education programs and social empowerment initiatives to reach at-risk groups like adolescent girls, young women and HIV-infected mothers. OGAC data projections suggest that more than 11 million AIDS-related deaths and nearly 16 million HIV infections have been averted worldwide as a result of the program's ongoing efforts.

Notwithstanding PEPFAR's many successes, the HIV/AIDS crisis has taken an outside toll on Swaziland's 1.1 million residents. Despite its diminutive geographic footprint and modest population, the nation has the highest HIV prevalence in the world, with 27 percent of those aged 15 and older living with the disease. In 2016, about 7,000 people were newly infected with HIV. More than 70 percent of all people who have tuberculosis (TB) are also co-infected with HIV. To tackle the problem, Swaziland has continued to strengthen and integrate TB/HIV services in-country. | *Cont.* | ▼

Swazi students use their mobile devices to record a traditional dance performance during a class visit to Mantegna Cultural Village.

These services have been decentralized, and are now offered in a “one-stop shop” where patients can seek TB screening and HIV testing, as well as being able to pick up treatment for both diseases at the same time.

“We are still very much needed to both help directly respond to the AIDS epidemic and to help the Swazis get to a point where they can take up that response themselves,” said Lisa Peterson, U.S. Ambassador to the Kingdom of Swaziland. “If we were not here it would quickly revert to the bad days of the late 1990s and early 2000’s where there were high transmission and death rates among the very productive middle generation that the older generation relies on for elder care, and the younger generation relies on for parental support.”

The State Department PEPFAR coordination office supports the U.S. Government agencies—the Centers for Disease Control and Prevention (CDC), the Department of Defense, Peace Corps and USAID—that are responsible for the management, technical oversight and stewardship of PEPFAR resources at Embassy Mbabane. PEPFAR provides funding and support to local and international implementing partners who carry out programs aimed at controlling the epidemic, including HIV/TB testing, treatment and care, combination prevention programs, and addressing the needs of orphans and vulnerable children. Wendy Benzerga, the USAID country director assigned to PEPFAR in Swaziland, said results from the second Swaziland HIV Incidence Measurement Survey (SHIMS 2), conducted in 2016 and released earlier this year, indicate that epidemic control is within reach for Swaziland. | *Cont.* | ▼

During a ribbon-cutting event for a new water storage and transport system for Prince Simon Primary School that the U.S. Embassy helped sponsor, Ambassador Lisa Peterson participates in a tour with school leaders and local officials.



Data from SHIMS 1, conducted in 2011, showed that only 34.8 percent of the HIV-infected population had suppressed the virus, and that the rate of new infection was 2.5 percent annually. SHIMS 2 showed dramatic improvements, with 73.1 percent of the infected population having fully suppressed the virus, and HIV incidence dropping to 1.4 percent annually.

These positive results were made possible thanks to the Swazi government's leadership, and partnerships with PEPFAR, U.N. agencies, Doctors Without Borders and others, who together, dramatically scaled up access to treatment and effective HIV prevention services.

"The marked improvements in the reduced rate of new infections are a direct result of the efforts of our dedicated PEPFAR team, who have embraced the concepts of inter-agency cooperation and teamwork," said Deputy Chief of Mission Michael Lombardo.

Ultimately, PEPFAR officials believe that Swaziland has the potential to sustain the HIV response without extensive intervention from PEPFAR or other donors. Such a scenario will require a concerted effort on the part of the Swazi people and government, but Embassy Mbabane is dedicated to providing continued support and encouragement to the nation's citizens as they pursue this brighter future.

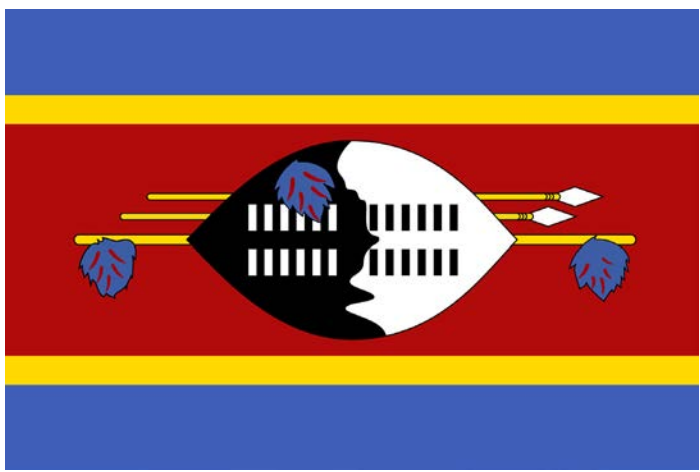
"Swaziland has so much potential; it's growing so quickly. There is a big youth generation growing up, and if we are not here to harness that energy we are going to lose something really important to help this region," said Joia Starks, public affairs officer at Embassy Mbabane. "Our role is to not just have a window seat for that, but to walk alongside, hand in hand, with the Swazi people as they go on the journey." ▣

Women walk home along a dirt road in the Ezulwini Valley near Mlilwane Wildlife Sanctuary.



At a Glance

Swaziland



Capital:
Mbabane

Government Type:
Absolute monarchy

Area:
1,030,700 sq km

Area comparative:
Slightly smaller than New Jersey

Population:
1,467,152

Major urban areas:
Mbabane (capital) 66,000 (2014)

Languages:
English (official, used for government business), siSwati (official)

Ethnic groups:
African 97%, European 3%

Religions:
Christian 90% (Zionist - a blend of Christianity and indigenous ancestral worship - 40%, Roman Catholic 20%, other 30% - includes Anglican, Methodist, Mormon, Jehovah's Witness), Muslim 2%, other 8% (includes Baha'i, Buddhist, Hindu, indigenous religionist, Jewish) (2015 est.)

Exports (commodities):
soft drink concentrates, sugar, timber, cotton yarn, refrigerators, citrus, and canned fruit

Export partners: South Africa 87.1%, Namibia 4% (2016)

Imports (commodities):
motor vehicles, machinery, transport equipment, foodstuffs, petroleum products, chemicals

Import partners: South Africa 60.3%, China 5.3%, Mozambique 5.1% (2016)

Currency:
Swazi Lilangeni

Internet country code: .sz

* The CIA World Factbook

[Return](#)





Rockin' in Russia

Bridging cultures, bands tour Russia's North, Far East

By Michael Byrnes, public affairs associate, U.S. Consulate General in St. Petersburg

Sunrunner headlining on the
opening night of the festival.
Photo courtesy of Belomor Bugi

This fall, the Department of State sent rock bands on tours in at least two regions of Russia, including the Far East and the North, where a band performed at the White Sea Rock Festival (Belomor Bugi) in the city of Arkhangelsk. With help from the U.S. Consulate General in St. Petersburg, the festival brought together bands from around Russia, Europe and, this year, the United States. During the festival, musicians performed on stage and, along the fringes of the festival, shared musical ideas and techniques. Later, at a locally owned rock 'n' roll bar and grill with a modest stage, the bands jammed with each other, playing old favorites, with members breaking into freestyle solos.

Despite official disapprobation, rock 'n' roll was popular among Russians long before the breakup of the Soviet Union. Young people traded Western rock music surreptitiously, some on homemade records or via copied cassette tapes. Rock music symbolized the West and freedom, and was a link for young Russians to their counterparts on the other side of the Iron Curtain. Belomor Bugi, held annually in Arkhangelsk on the White Sea, continues this tradition.

Arkhangelsk, an important port since medieval times, seeks international connections: It hosted the International Arctic Forum in 2017, and has one of Russia's strongest sister-city relationships, with Portland, Maine. Belomor Bugi started as a regional festival promoting local bands, expanded to include former Soviet Union countries and then began including bands from further afield. The festival has always been free from corporate or state sponsors, relying solely upon support from local and international rock groups and fans. Mutual cooperation and freedom of expression have always been important to organizers of the



David Joy on bass.

Photo courtesy of Belomor Bugi

| Cont. | ▼



Joe Martignetti on guitar.
Photo courtesy of Belomor Bugi

festival, which is unique in Russia. This year, the consulate's public affairs section helped the band Sunrunner attend the festival. The band—composed of members David Joy (bass), Joe Martignetti (guitar) and Ted MacInnes (drums)—combines old-school heavy metal and progressive rock with elements of jazz and acoustic instrumentals, giving their sound a unique and adventurous edge. The group not only raised the profile of the festival, but allowed fans to interact personally with Americans, an experience that is not possible with the arena rock performances of big-name bands in cities like St. Petersburg and Moscow.

Following its headlining performance, Sunrunner played several pickup sessions and was a favorite with local media and fans.

“It was an incredible experience and we would do it again in a heartbeat,” MacInnes reflected. “It’s really cool to be bringing something special to somewhere so far off and different from our home country. The refreshing feeling it brings is mutual. Russia is awesome! I think meeting us showed the Russians that Americans aren’t very much different than they are.”

The festival, created by a Russian whose love of rock music dates to 1970s-era Voice of America and BBC broadcasts, has consistently sought to bring people together to share music and ideas, help each other grow as musicians and expand the boundaries of rock. To this end, Sunrunner was a perfect fit. Its style of rock pushed convention and challenged listeners. As MacInnes put it, the fans were “excited to meet us and to talk to us. They were enthusiastic about our music, which might not have been exactly what they were expecting. The people are funny, kindhearted and above all sincere.” ■ | *Cont.* | ▼



Ted MacInnes on drums.
Photo courtesy of Belomor Bugi

Rocking Russia's Far East

By Darren Thies, public affairs officer, U.S. Consulate in Vladivostok

Not only did the Department bring rock to Arkhangelsk; it also brought indie rock, specifically the band Filligar, on a tour of the Russian Far East (RFE), Aug. 4–9. This was the third year in a row that the U.S. Consulate General in Vladivostok engaged in “rock diplomacy” in the region. The performers, members of the Arts Envoy program, headlined Vladivostok’s international rock festival before a crowd of approximately 1,000 people, then toured three major cities in the RFE, playing packed shows, providing seminars on how to become an independent musician and answering questions from the press.

During interviews, band members focused on the importance of promoting cultural exchange between countries despite political differences.

They also visited a synagogue and community center in the Jewish Autonomous Oblast, and in that region’s capital, Birobidzhan, performed in a local pub, where the staff became fans and lavished the group with food and drinks.

They also visited the Far East Arts Museum in Khabarovsk, accompanied by a film crew whose video highlighted the Americans’ appreciation for local culture. While playing in Khabarovsk, they learned that some fans were too young to enter a pub where they were planning to perform, so consulate staff worked with local pub managers to allow younger fans to enter (if accompanied by parents). Several parents attended with their teenagers.

One fan in Khabarovsk sketched the band members and made band-themed stickers for the group as gifts. Another fan told the media, “When I saw them live I was blown away—they performed with such drive that listening to their music made us forget about all troubles and even the bad weather.”

Despite government-to-government policy difference, this event was the latest in a series of programs to support longstanding bonds of friendship and mutual respect that unite the Russian and American peoples. In 2016, the consulate brought a rock band to the region, and video of the band’s tour exceeded 6,300 Facebook views. The consulate has also partnered with Khabarovsk’s sister city, Portland, Ore., to twice bring another band to the RFE, where it played in underserved small settlements, including in the remote Kamchatka Peninsula. ■





Visual Journey

Ambassador's Fund preserves ancient Silk Road's past

By Sarah Belousov, cultural affairs officer, and Bridget F. Gersten,
public affairs officer, U.S. Embassy in Ashgabat

Opening Photo: Photographer Tom Till of Moab, Utah, displays his courage at Yangikala Canyon in Turkmenistan.

State Department photo

For centuries, the Silk Road has conjured exotic images of sweeping blankets of sands and the whistle of swirling winds as camel caravans connected people, cultures and commerce across Asia. In Turkmenistan, the majesty and grandeur of the Silk Road's past has been preserved, in part due to support from the Ambassador's Fund for Cultural Preservation (AFCP), which the Bureau of Educational and Cultural Affairs (ECA) manages in partner countries worldwide. Through the AFCP, the U.S. Embassy in Ashgabat has worked with Turkmenistan's government and other partners on several historical and cultural preservation projects since 2001, helping to preserve ancient Silk Road sites, centuries-old mosaics and carpets, folk music and Turkmen manuscripts.

To help build a regionwide slate of public engagement projects and outreach activities, Embassy Ashgabat is working with public affairs sections in Embassies Astana, Bishkek, Dushanbe and Tashkent, and with the U.S. Consulate in Almaty, to create a comprehensive book that will capture the enduring Silk Road legacy—and to tell the AFCP story involved. Tom Till, a renowned photographer of landscapes and UNESCO World Heritage Sites, captured the scenes, and discussed his impressions with audiences at Mission Turkmenistan's American Spaces.



Ambassador Allan Mustard views the Gonur Depe ancient mosaics, which were restored with AFCP funding.

State Department photo



Previous photo: This AFCP site lies along the Great Silk Road in Turkmenistan.
State Department photo

During the photography sessions he held as part of his trip, Till got up well before dawn or hunkered into position at each location just as dusk fell, aiming to shoot in the best light possible. His photos captured historic sites that 19th-century Russian photographers once chronicled; photos that remain as points of reference for conservators and restorers today. In Turkmenistan, these sites included the Seyit Jemalletdin Mosque in Annau, as seen before the devastating earthquake of 1948, as well as iconic Greater and Lesser Gyz Gala fortresses in the ancient city of Merv



Ambassador Mustard, far right, lauds the AFCP Partnership during a gathering at the Ministry of Culture in Ashgabat, Turkmenistan.

State Department photo

before the further deterioration of their mud bricks. Other historical images include the majolica tombstone in the Najm-ad-Din al-Kubra Mausoleum in Kunya-Urgench before the dome collapsed and a beautiful mosaic arch portal of the Mohammed II Mosque in the Ancient City of Dehistan before its top caved in. Based on those historic photos, restorers have painstakingly patched together pieces of history.



Previous Photo: The Greater Gyz Gala Monument is in ancient Merv.

State Department photo

In support of each U.S. Mission’s public diplomacy outreach effort, Till spoke at several American Spaces during his five-country trip. After speaking to youth at Embassy Ashgabat’s Information Resource Center and American Corner in Mary, he told of his impressions as a “citizen ambassador,” who helped us build deeper relationships and trust: He said Turkmenistan’s people “are some of the friendliest and most outgoing” of those he’s encountered. Having spoken to young people about photography around the world, and displayed images from the United States and the world’s great landscapes, Till said he often finds these audiences have more questions at the end than he has time to answer. “It has been quite enjoyable for me to see young people respond to my work so enthusiastically and favorably.”

Before heading to Uzbekistan for the next leg of his trip for the project, Till spoke of how his photography for the Department of State “builds a legacy and historical record of the places that I’m going to, and places I’ve been.” He said he often goes to places that are virtually unknown to the outside world, bringing state-of-the-art photographic equipment to shoot in the highest definition technology allows. “Hopefully that will be helpful to people now and in the future, to see the great work that the State Department is doing worldwide to help preserve the cultures of the countries that we work with,” he added.

Ambassador Allan Mustard noted that his visits to AFCP projects across the country convince him this investment has long-term, strategic impact. “I am always pleased to see so much interest, enthusiasm and healthy competition among institutions in Turkmenistan trying to win an AFCP award,” he said. “I am especially pleased when I see proposals that build on the successful work from previously awarded projects. This year’s award, for example, supports the second phase of a project to preserve the 11th- and 12th-century Silk Road Caravanserai at Dayahatyn, a site that I’ve visited twice to see the work in progress.”



Embassy Ashgabat employees viisit the Dayahatyn site along the on ancient Silk Road.
State Department photo



The fragments of the 15th-century Seyit Jemaliddin Dragon Mosaic were restored by the AFCP program.
State Department photo

Ambassador Mustard spoke of walking on brick pavement laid a millennium ago and seeing soot from campfires last lit 500 years ago. “Anyone who visits will experience the same sense of awe and wonder, and that is what we hope to preserve,” he observed.

Though Till took the photos, his outreach visit was a team effort, particularly of the post’s Locally Employed staff. Maya Meredova, a former cultural affairs specialist with nearly 20 years of public affairs experience at the embassy, said she was honored and proud to be able to work on all of the post’s AFCP projects, which “helped to preserve so much intangible and tangible cultural and historical heritage of Turkmenistan for many more future generations to see.” She noted that, thanks to the training and expertise Turkmen specialists received in conservation, restoration and research through these projects, “hundreds more sites and objects will be preserved in the future, long after a particular project is completed.” She also said the AFCP projects have allowed the embassy to renew the friendships and partnerships with longstanding partners across Turkmenistan and to initiate and encourage continued collaboration.

While Turkmenistan still has few tourists, it has enormous tourism potential due to the Great Silk Road. At these historical sites, they create opportunities for international exchanges, and because AFCP projects include research and educational components, they are excellent examples of international exchanges that build ties between Turkmen and American institutions, people and businesses. They also provide visitors a glimpse back in time. ▣



Pre-emptive Crisis Management

Embassy emphasizes importance of developing resilience

By Carrie L. Muntean, consul general, and Andrew Zvirzdin, deputy economic counselor,
U.S. Embassy in Managua, Nicaragua

When Ambassador Laura F. Dogu arrived in Managua in 2015, she made establishing a resilience committee one of her top priorities. Dogu's emphasis on resilience was the product of her experience with tragedy during a previous assignment. While serving as consul general in 2010 in Ciudad Juarez, Mexico, three members of the consulate community were brutally murdered, prompting a major period of crisis, grief and recovery for post staff.

In the wake of the deaths, FSI's Transition Center sent the consulate resilience trainers who were a key part of the community's rehabilitation. "We mourned and struggled together, and I saw firsthand how important it was to find ways to regroup and start anew," said Dogu. "I recognized the need to prepare our (Embassy Managua) community before the crisis occurred."

Nicaragua is susceptible to earthquakes, volcanic eruptions and political disturbances. Ambassador Dogu was mindful, therefore, of the need to boost the embassy community's ability to bounce back from potential crises. "It is just a matter of time before the community will need

to draw on deep wells of resilience to handle a major crisis," she noted. With the ambassador's support, the mission created the Managua Resilience Committee.

The committee was a small group of like-minded staff who saw the benefits of resilience. Their enthusiasm was contagious, leading to creative recruitment tools and the implementation of creative, dynamic and practical resilience activities. These included a flash mob dancing to Pharrell Williams' "Happy," an information table at an embassy-wide open house, and one-on-one outreach conducted among U.S. officers and local staff.

Building on the initial energy and interest, the committee worked with FSI's Transition Center to identify a plan of action. Beth Payne, director of FSI's Center of Excellence in Foreign Affairs Resilience, provided mentoring and advice, especially through her [blog](#) "Fostering Resilience." As committee members learned more about resilience, they created a mission statement and a logo for all of their informational products. The members decided to focus their first efforts on promoting awareness and developing the tools and activities that enhance adaptability, reduce stress and build a sense of community. | *Cont.* | ▼

The committee's membership is voluntary and open to everyone at post, and has included at times the community liaison office coordinator, Marine Security Guard detachment commander, medical provider, U.S. direct hires, EFMs and LE staff. The committee meets monthly and draws representatives from across the embassy community, to better coordinate activities across the various offices and populations at post.

Early mission activities included group viewings of resilience and wellness-themed webinars involving Washington, D.C.-based experts, for which the committee provided a venue and publicity. Other activities were promotional, such as presentations at town-hall meetings, bilingual informational brochures and posters placed around the compound. The committee, for instance, promotes awareness of the post's exercise opportunities, such as weekly lunchtime yoga classes, a popular exercise class, basketball and ultimate frisbee leagues. It also published a bilingual brochure on mental-wellness resources available to community members on and off the embassy premises.

The resilience committee next surveyed community members for views on what they needed to feel prepared for a crisis, and the Center of Excellence used the survey to create a resilience needs assessment with findings and recommendations.

A surprisingly popular tool was the "Resilience Corner," a prominently labeled location in the chancery where staff



With an impromptu dance, a flash mob promotes Embassy Managua's Resilience Committee to employees. *Photo by Gil Fiallos*



Employees assemble a puzzle in the embassy's popular Resilience Corner.

Photo by Claudia Giron

members can step away from their offices for a moment and mentally recharge. The nook has jigsaw puzzles, a few games and a collaboration bulletin board, where staff can seek others having mutual interests. Postings there sought others wishing to learn to cook, play tennis or swim, or those wishing to form an embassy chorus or Portuguese language club.

Since the effort began, most community members surveyed say they now have better awareness of the importance of resilience, and nearly all of the survey respondents (including local guards working at embassy residences) say they understand how to improve their resilience. Some respondents, however, said they thought resilience-building activities during work hours were mandatory—a view not likely to help prepare for moments of heightened stress. Thus, the resilience committee found itself sometimes establishing boundaries and limiting the extent of extracurricular activities.

Based on the survey, the committee refocused on five pillars of resilience: social connectivity, self-care, positive thinking, active problem solving, and finding one's meaning and purpose. One community member said she appreciated this heightened sense of purpose, since she believes she now can approach her supervisor "and will be supported if I need to take time off for family reasons." She also lauded colleagues "who are

| Cont. | ▼ | 2 of 3 |

supportive and encourage a sense of community” and how embassy events encourage resilience and community.

The committee’s next step was to promote the skills and abilities that can build resilience capacity. Partnering with a local bank, the committee offered a series of workshops on personal finance aimed at helping to reduce financial stress. It also organized classes on managing Outlook inboxes, so as to keep the daily deluge of emails from overwhelming employees’ truly important tasks, and invited a lunchtime speaker on women in leadership. The committee also met with mid-level managers and provided tools on important considerations for post-crisis activities and responses. Moving forward, the committee is exploring a possible change in embassy work hours to help employees spend less time in the city’s increasingly poor traffic, and launching a program to more effectively integrate new arrivals into the embassy community.

The resilience committee has also hosted activities to improve connections between the U.S. and Nicaraguan communities at post. These include lunchtime concerts of Nicaraguan and American music performed by a local municipal band or a jazz band featuring an embassy employee.



Ambassador Dogu, left, poses with EFM Mayra Bello in front of her art show display.
Photo by Rafael Guerrero



ACS Assistant Heyddy Vanegas puts all her heart into a song during the post’s talent show.
Photo by Eugenio Quintana

It has also organized dance performances, a Christmas concert that featured U.S. and Nicaraguan music and an exhibit of embassy community members’ artistic work.

One of the post’s best attended events was its community talent show, where the human resources officer juggled, the consul general performed country line dancing, a systems specialist performed stand-up comedy and a press assistant danced gracefully.

Despite serving in a nation with a dramatically shifting political environment, active geological threats and notoriously rough weather, no major crisis has yet tested the limits of the embassy community’s resilience. But when one does, the embassy will be well prepared.

Embassy Medical Provider Courtney Strand says that, in her 26 months at post, she’s seen an improvement in staff morale and physical and mental well-being that she believes “is directly related to the activities and community building that have been fostered by post’s Resilience Committee.”

“Resilience is all about preparation, developing a reserve capacity to take on the crisis when it comes,” said Ambassador Dogu. “I’m more confident now that we have that capability in place, and we are more united in our sense of purpose and preparation.” ■



Better Borders

Department helps Vietnam boost maritime security

By Lester Asamoah, former Pickering Fellow, U.S. Embassy in Hanoi Photos by Bill Comley

Vietnam, with 2,025 miles of coastline, faces territorial disputes with other nations and frequent environmental and maritime law enforcement challenges. To assist with these challenges, the Departments of State and Defense are helping Vietnam expand maritime security cooperation. The effort, launched in 2013 by the U.S. Mission in Vietnam, involves the expertise and funds of various U.S. agencies. The effort reached a milestone in February with the transfer of a 378-foot Hamilton-class U.S. Coast Guard cutter to Vietnam's coast guard. It is now the largest vessel in Vietnam's coast guard fleet.

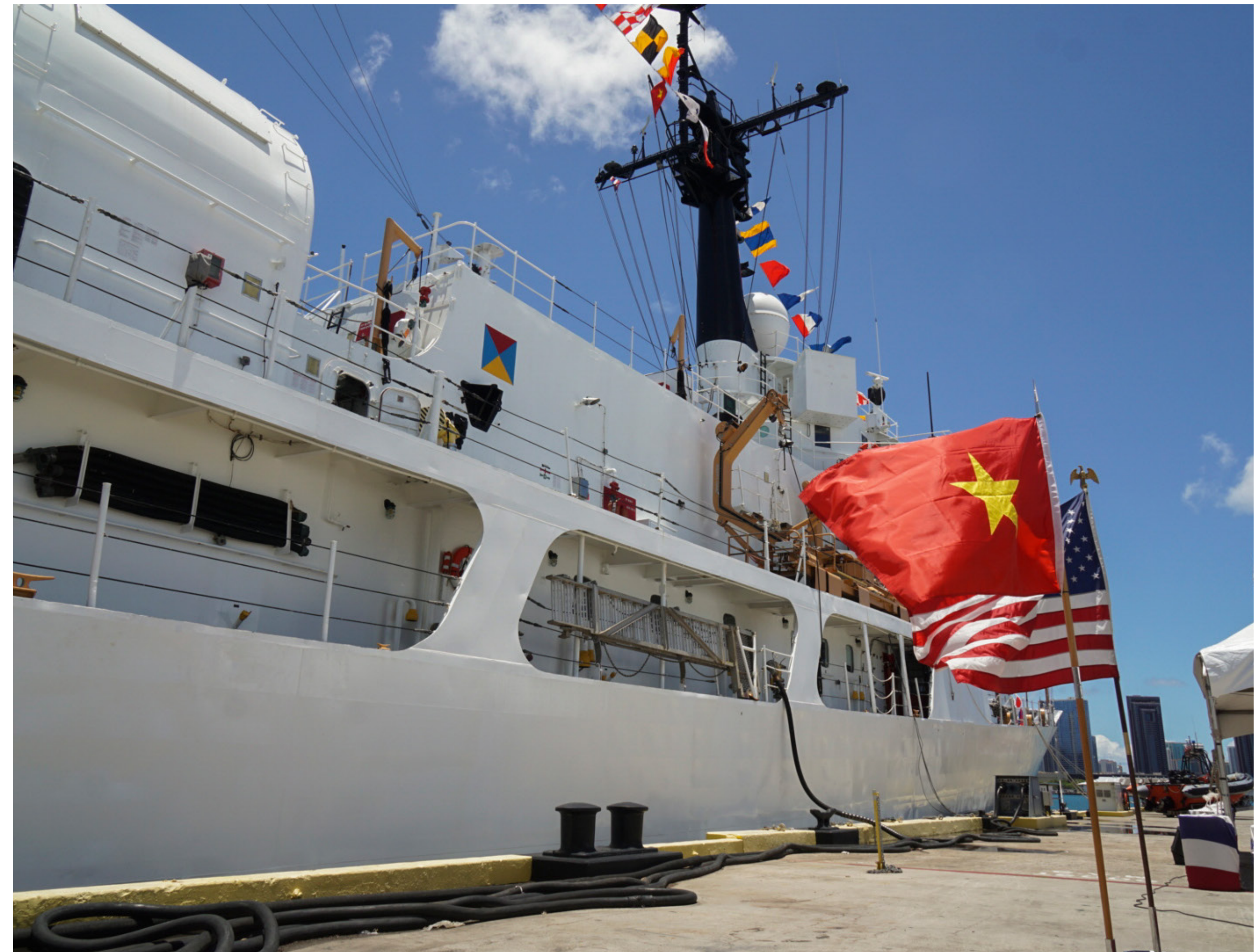
Six more 45-foot patrol boats will be transferred to Vietnam. Training, maintenance and boat haul-out facilities will accompany the transfer of these vessels. By 2020, each of Vietnam's four coast guard command regions will have a U.S.-funded multifunction boat facility and six U.S.-manufactured patrol boats, greatly increasing Vietnam's maritime capacity. "Each element of the initiative is of limited value in isolation, but when these resources are combined, the initiative is highly productive," said Bill Comley, an International Narcotics and Law Enforcement (INL) maritime advisor based at Embassy Hanoi.

Mission Vietnam is coordinating this interagency effort. The Departments of State and Defense have coordinated with the Vietnam coast guard to identify its needs and brainstormed on how best to meet the objective. For this, Mission Vietnam and its partners drew on multiple funding sources; for example, funds from INL and the Defense Threat Reduction Agency supported the construction of boat repair and training facilities, while the Department's Foreign Military Financing funded the patrol boats.

"Embassy Hanoi worked intensely with Washington, D.C., the U.S. [Pacific Command], and others to coordinate and synchronize the assistance so one would reinforce and



This building houses what will be one of four U.S.-funded training centers for Vietnam's coast guard.



The former U.S. Coast Guard ship Morganthau awaits its transfer at the ceremony in Honolulu in May.

build on the other," explained Adam Davis, a former Embassy Hanoi political/military officer.

This sort of interagency cooperation is both an art and a science. Maj. Josh Rodriguez, who leads Embassy Hanoi's Office of Defense Cooperation (ODC), said that the science lies in knowing which types of programs and authorities to leverage, and the art is "coordinating and synchronizing U.S. interagency efforts to leverage those programs and authorities to build partner nation capacities."

| *Cont.* | ▼

| 2 of 3 |

The effort's whole-of-government approach is reflected in the fact that “we engaged from both the diplomatic and military level—a true pol/mil approach,” according to Lt. Col. Jacky Ly, the former ODC chief in Hanoi. “We never stopped and we continued the drumbeat despite a multitude of hurdles.”

Organizers built a consensus among Vietnamese leaders that the initiative serves Vietnam's long-term interests and helped demystify the United States' often complex security assistance programs. Davis said that the embassy “spent considerable time educating the Vietnamese government on the different funding sources that existed in the U.S. system and socializing the overall plan with the Communist Party of Vietnam and the Ministry of Foreign Affairs, as well as with the Ministry of National Defense and the Vietnam coast guard itself.”

This painstaking diplomacy, coupled with an opportunistic streak that took advantage of senior-level visits, worked, showing how embassies can drive interagency cooperation to achieve security objectives that also promote developmental, economic and other goals. Building upon and using Defense Department strengths in planning, FSOs can identify and corral additional resources and help gain a host nation's buy-in. ■



A group that includes Ambassador Osius, Defense Attaché Col. Ton and Office of Defense Cooperation Chief Lt. Col. Ly hand inspect a Metal Shark patrol boat that was transferred to Vietnam's coast guard.

Defeat Fatigue Before It Defeats You

By Joyce Brewer, certified industrial hygienist, certified safety professional, Office of Safety, Health, and Environmental Management

Feeling tired, weary, sleepy or all of the above? Have you been working hard for a prolonged period of time? You are probably fatigued. Work-related fatigue can be alleviated in a variety of ways.

Fatigue can affect your work performance. According to the Occupational Safety and Health Administration (OSHA), a regular work shift is generally eight consecutive hours a day, five days a week, with at least an eight-hour rest between shifts. Any shift exceeding this timeframe is considered an extended work shift; the longer the shift, the more likely fatigue will set in. Both shift work and long work hours have been associated with fatigue and increased health and safety risks that often result in a higher number of workplace mishaps.

Multiple factors can raise your fatigue, including personal and occupational stressors. Personal stressors are varied and may include family responsibilities, health and volunteer or other activities. Off the job, a person could experience burnout when a healthy work-life balance is not in place. Overexertion outside of the workplace could also affect your well-being, causing weariness.

In the work realm, getting to your workplace under extended commuting times can add physical and mental stresses. Other work-related causes of fatigue can be extended hours, overtime after extended shifts or not having the correct tools and equipment to do a task. According to OSHA, “Long work hours may increase the risk of injuries and accidents and contribute to poor health and worker fatigue.” Being unable to focus on one’s tasks or having slower reaction times or impaired cognitive performance can result in an increase of on-the-job mistakes and could lead to serious mishaps. Fatigue was a contributing cause in the explosion of the space shuttle Challenger and the nuclear catastrophes at the Chernobyl and Three Mile Island nuclear power plants. Fatigue is a warning that you may need to change the way you work. | *Cont.* | ▼

A person is more likely to experience a motor-vehicle mishap if driving when tired. According to the National Sleep Foundation, 37 percent of adult drivers admitted to falling asleep behind the wheel. The National Highway Traffic Safety Administration estimates that, each year, at least 100,000 fatigue-related crashes are reported to police, resulting in 1,550 deaths, 71,000 injuries and \$12.5 billion in monetary losses annually related to these crashes. Fatigue affects concentration and driver performance, resulting in riskier driving such as speeding, tailgating and daydreaming. Employers' safe-driving programs provide the requirements to reduce vehicle collisions. For example, the Department's Motor Vehicle Safety Management Program for overseas posts outlines requirements to reduce the risk of fatalities, disabilities, injuries and destruction of property that could occur while driving government-operated vehicles. This program establishes a professional driver's daily duty limit to 10 hours, allowing the driver time for personal commuting, addressing personal tasks and obtaining at least eight hours of sleep before returning to work. These are some good tactics to apply to your own personal travel.

Consider multiple self-help mechanisms to address fatigue. Studies have shown that seven to eight hours of sleep each night are needed to maintain adequate cognitive skills and performance. Sedentary activity and rest without sleeping can also reduce fatigue. You can also try to get more sleep, work smart or plan ahead, so that you will have enough time to finish what you need to without rushing. Focus on short tasks when you are tired, so that you can expend less energy when you have to push through to get things done. Some workplaces allow employees to modify job tasks if it will help them be more productive.

Is your work rewarding and stimulating? A boring work life can also lead to physical and mental fatigue. Whatever task you are doing, plan for regular and frequent breaks throughout your work shift or other activities.

You can also address personal stressors that are causing fatigue. For instance, use or build up your support system of family and friends, and engage in activities outside of your work routine; these actions can produce a more enjoyable lifestyle. Exercise can also combat burnout. Mix up your day with a variety of tasks, including exercise. A nutritious diet can also help you maintain a healthy and less stressful lifestyle.

In short, take care of yourself! And, if self-help methods do not work, don't hesitate to seek professional help. The National Institute for Occupational Safety and Health, OSHA and your medical provider are just a few of the resources well equipped to help you address fatigue management. ■



APPOINTMENTS

John R. Bass

U.S. AMBASSADOR TO
AFGHANISTAN

John R. Bass (SFS) of New York is the new U.S. Ambassador to the Islamic Republic of Afghanistan. Bass has served as an American diplomat since 1988 and was most recently Ambassador to the Republic of Turkey, a position he held from 2014 to October 2017. He also served as Ambassador to the Republic of Georgia from 2009 to 2012. Bass has spent much of the past decade supporting federal government efforts to mobilize allies and marshal resources to combat terrorism and instability in Iraq, Syria and Southwest Asia. He has served at six U.S. Missions overseas and in senior leadership positions at the Department of State. Bass earned an A.B., cum laude, from Syracuse University.

Michael T. Evanoff

ASSISTANT SECRETARY OF STATE,
DIPLOMATIC SECURITY
**DEPARTMENT
OF STATE**

Michael T. Evanoff of Arkansas is the new Assistant Secretary of State for the Bureau of Diplomatic Security. Evanoff is the former vice president for asset protection and security at International Wal-Mart Stores, Inc., a position he has held since 2014. Previously he served as chief security officer at Coca-Cola in Zug, Switzerland, and Athens, Greece, and as global director of security at Och-Ziff Capital Management Group in New York. He served as a DS special agent from 1985 to 2011, holding senior posts with the Overseas Security Advisory Council, NATO Office of Security, Secretary of State Protection Detail and eight U.S. Missions abroad. He was also diplomatic security liaison officer to the U.S. European Command in Stuttgart, Germany. Evanoff earned a B.S. at Eastern Kentucky University. He and his wife, Kate Milner Evanoff, have a two-year-old son, Luke.

Callista L. Gingrich

U.S. AMBASSADOR TO
HOLY SEE

Callista L. Gingrich of Virginia is the new U.S. Ambassador to the Holy See. She is the former president and CEO of Gingrich Productions, a multimedia production and consulting company. Gingrich is an author of two books and producer of several historical documentary films. She has sung for two decades with the Choir of the Basilica of the National Shrine of the Immaculate Conception in Washington, D.C. Previously, Gingrich served as a congressional aide in the U.S. House of Representatives and as the president of The Gingrich Foundation. She is married to former Speaker of the U.S. House of Representatives and 2012 presidential candidate Newt Gingrich.

Kenneth Ian Juster

U.S. AMBASSADOR TO
INDIA

Kenneth Ian Juster of New York is the new U.S. Ambassador to India. His career has spanned more than 35 years in business, finance, government, international affairs and law. At the Department of State, he served previously as the acting counselor of the Department, and as the deputy and senior adviser to Deputy Secretary of State Lawrence S. Eagleburger. Recently, Juster was the deputy assistant to the President for International Economic Affairs, and deputy director of the National Economic Council. He also has served as U.S. Under Secretary of Commerce, in charge of the Bureau of Industry and Security, and as a partner at the global investment firm Warburg Pincus, a senior partner at the law firm Arnold & Porter, and executive vice president at salesforce.com. He has been the chairman of Freedom House and the vice chairman of the Asia Foundation, and is a member of the Council on Foreign Relations and the American Academy of Diplomacy.

Stephen B. King

U.S. AMBASSADOR TO
**CZECH
REPUBLIC**

Stephen B. King was confirmed by the Senate as the U.S. Ambassador to the Czech Republic. He is a prominent public servant and businessman who successfully acquired, built and sold a specialty chemical manufacturing business and founded a family investment business. King served as a national committeeman for the Wisconsin Republican Party from 2007–2017. Earlier in his career, King investigated civil rights violations for the Federal Bureau of Investigation, served as an investigator for the U.S. Senate's Permanent Subcommittee on Investigations, and was named special assistant to the U.S. Secretary of Agriculture for liaison between USDA and the Agriculture Committees of the House and Senate. King earned a B.S. and M.A. at Western Illinois University. He grew up in Chicago. He is married to the former Karen Ruyle. They have three grown children and seven grandchildren.

Daniel J. Kritenbrink

U.S. AMBASSADOR TO
VIETNAM

Daniel J. Kritenbrink (SFS) of Nebraska is the new U.S. Ambassador to the Socialist Republic of Vietnam. Kritenbrink has served as the Senior Advisor for North Korea Policy, and was previously the Senior Director for Asian Affairs at the National Security Council where he worked extensively on Vietnam and oversaw the negotiation of two Joint Statements regarding the United States' Comprehensive Partnership with Vietnam. As DCM at the U.S. Embassy in Beijing, China, he managed one of the Department's largest and most complex missions with more than 2,200 employees representing 48 different offices and agencies. He has two decades of experience in the field and in Washington working on Asian affairs as an analyst, practitioner and policymaker. He has also served as the political minister counselor at Embassy Beijing; director of the Office of Chinese and Mongolian Affairs; and as a political officer in Beijing. Kritenbrink served as a political-military officer in Embassy Tokyo; as a staff assistant in the Bureau of Near Eastern Affairs; and as both a GSO and consular officer at Embassy Kuwait. Kritenbrink earned an M.A. from the University of Virginia in 1993 and a B.A. from the University of Nebraska-Kearney in 1991. He is the recipient of 10 State Department Awards for his performance. He speaks fluent Chinese and Japanese.

Edward T. McMullen, Jr.
U.S. AMBASSADOR TO
LIECHTENSTEIN

Edward T. McMullen Jr. of South Carolina is the new U.S. Ambassador to the Swiss Confederation, and to the Principality of Liechtenstein. McMullen has served in public policy, political and business positions for 31 years. He is president of McMullen Public Affairs with offices in Mt. Pleasant, S.C., and Washington, D.C. The firm is a full-service advertising and corporate public affairs company that implements advertising, alliance development, corporate communications, predictive data analytics and strategic consulting solutions for challenging business and public policy environments. McMullen has been appointed by South Carolina state leaders to serve on key statewide boards and commissions. He earned a B.A. from Hampden Sydney College.

Wess Mitchell
ASSISTANT SECRETARY OF STATE,
EUROPEAN AND EURASIAN AFFAIRS
**DEPARTMENT
OF STATE**

Wess Mitchell of Virginia is the new Assistant Secretary of State, European and Eurasian Affairs. An expert on NATO and transatlantic relations, he co-founded the Center for European Policy Analysis in 2005 and has served as its president and CEO since 2009. He serves on numerous policy boards in the United States and Europe. Mitchell earned a B.A. from Texas Tech University, a M.A. from Georgetown University School of Foreign Service and a Ph.D. at Freie Universität, in Berlin, Germany. He speaks German and has studied Dutch and Czech.

Justin Hicks Siberell
U.S. AMBASSADOR TO
BAHRAIN

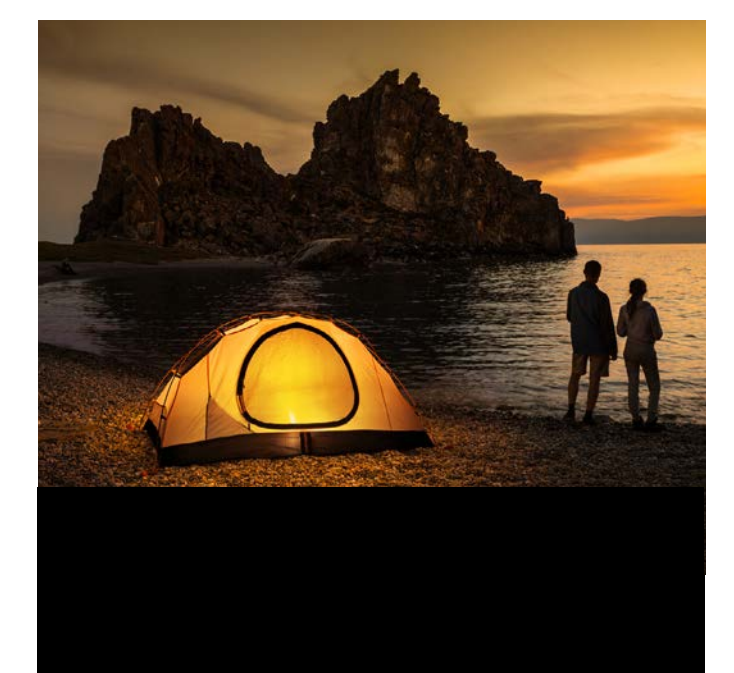
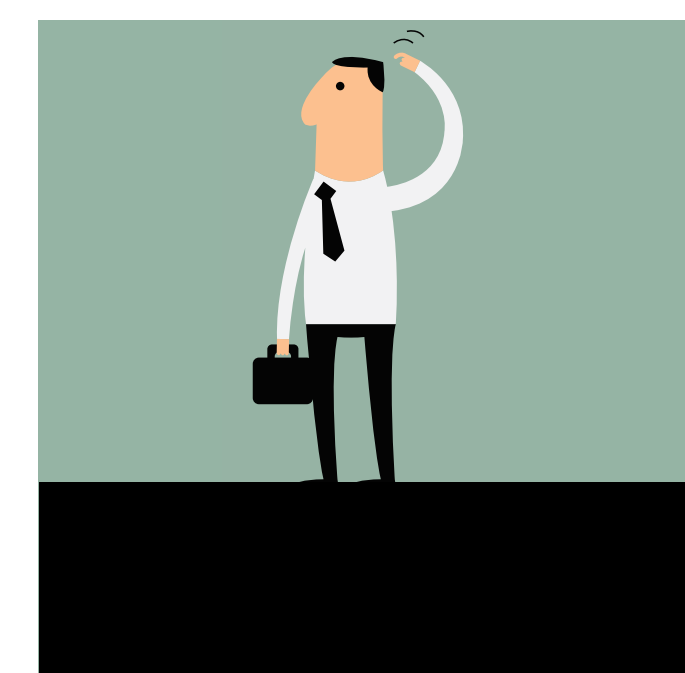
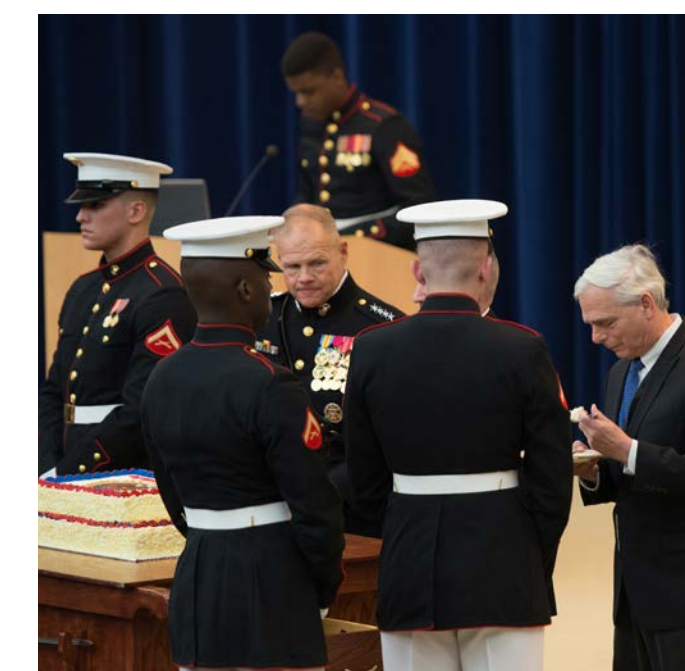
Justin Hicks Siberell (SFS) of Maryland is the new U.S. Ambassador to the Kingdom of Bahrain. He received a B.A. in History from the University of California, Berkeley, and joined the Foreign Service in 1993. He has served in embassy and consulate postings in Egypt, Jordan, Iraq and Panama, and as consul general in Dubai. In 2012 he was assigned to the Department's Counterterrorism Bureau. In 2016 he was named Acting Coordinator of Counterterrorism and in the same year led discussions with Chinese assistant foreign minister Li Huilai on bilateral counterterrorism cooperation. He has also completed tours in the Operations Center and Executive Secretariat; as Desk Officer for Iran in the Bureau of Near Eastern Affairs; and as executive assistant to the National Security Advisor at the White House. Siberell is a 2002 graduate of the Department's Arabic Language Field School in Tunis, Tunisia, and is fluent in both Arabic and Spanish.

Beach Cleanup Held in Caracas



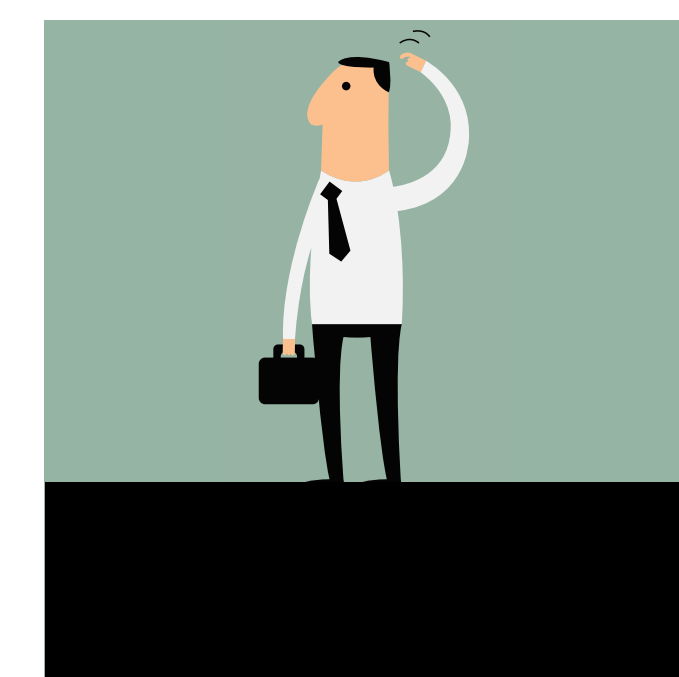
From left, Regional Security Officer Peter Ford and Information Technical Specialist Jeffrey Asano scurry over the rocks of Playa Naiguata in Vargas State, Venezuela, seeking trash and recyclables, as part of the U.S. Embassy in Caracas' team of 25 volunteers. In that Sept. 16 beach cleanup, the team collected 33 bags of solid waste, 15 of it recyclables. On International Coastal Cleanup Day throughout Venezuela, Venezuelans participated in the Ocean Conservancy's global volunteer effort to protect the oceans. ■

Photo by Victor Acendra



TAP Image
to Read Story 

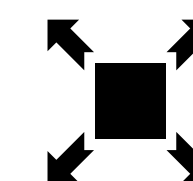
American Corner Celebrates Day of the Girl



On Oct. 11, the American Corner in Sylhet, Bangladesh, celebrated International Day of the Girl Child with local students and teachers. Students watched the documentary “Famous Female Biography,” then talked about the rights of girls and their contributions to society. Encouraging girls to stay in school is an important goal of all six American Spaces in Bangladesh. ■

Photo by Mohammed Abu Hanif

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to Read Story

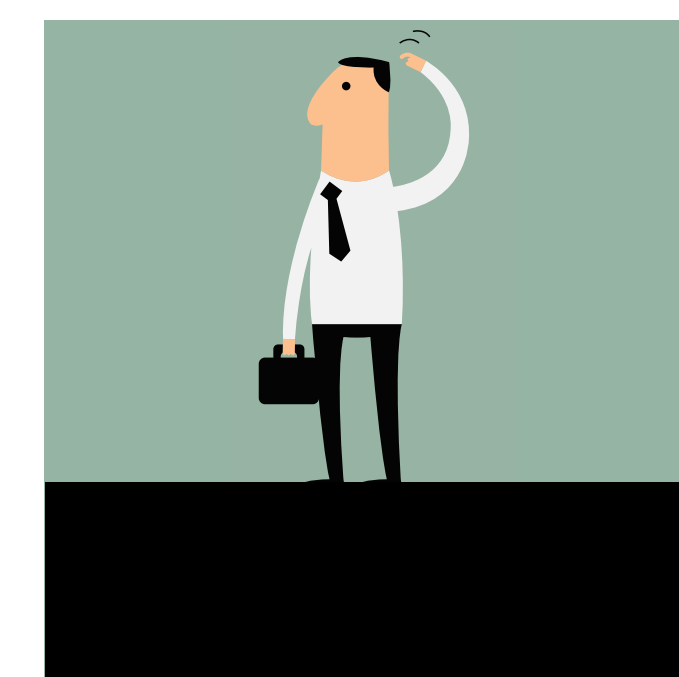


Comics Illustrator Instructs in Georgia



Comic book author and illustrator David Mack, who has contributed to Marvel's "Daredevil" and "Jessica Jones" series of comics, joined Georgian students displaced by the 2008 war with Russia to paint and discuss superheroes at the U.S. Embassy, Oct. 18, in Tbilisi's renovated iSpace. Approximately 20 youths attended. Mack was making his second trip to Georgia, for outreach to vulnerable and disabled youth, and to help Georgians continue their comic book marketing program, which promotes gender equality and STEM careers. ■

Photo by Anita Tvauri



New Online Form Enhances CFC Giving

YOUR IMPACT THROUGH THE COMBINED FEDERAL CAMPAIGN



The Combined Federal Campaign is an opportunity for Federal employees and retirees to give back and help those who need it most. Whether you care about veterans services, disaster relief, cancer research, or wildlife preservation, the CFC has a charity for whatever causes you want to support.

\$75



covers the cost of a backpack and school supplies for three children in need.



provides 2.5 hours of lab time for a technician conducting groundbreaking research on Alzheimer's disease.



equips a technology room to connect troops serving overseas with loved ones back home.

\$250



plants 250 trees, recovering forests damaged by wildfire.

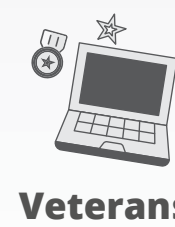


covers the cost of one puppy adoption.



protects 25 children or pregnant women in Africa from malaria for four years.

\$500



provides pre-occupational online training for veterans entering the civilian workforce.

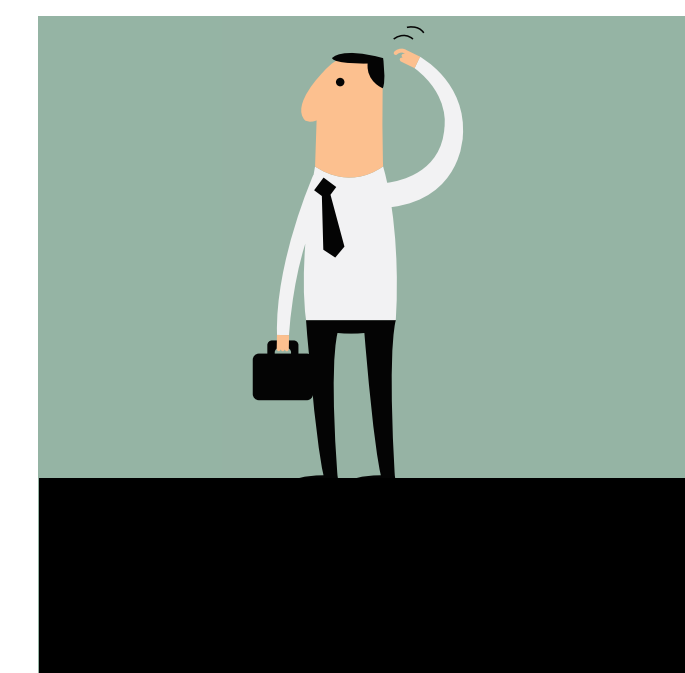
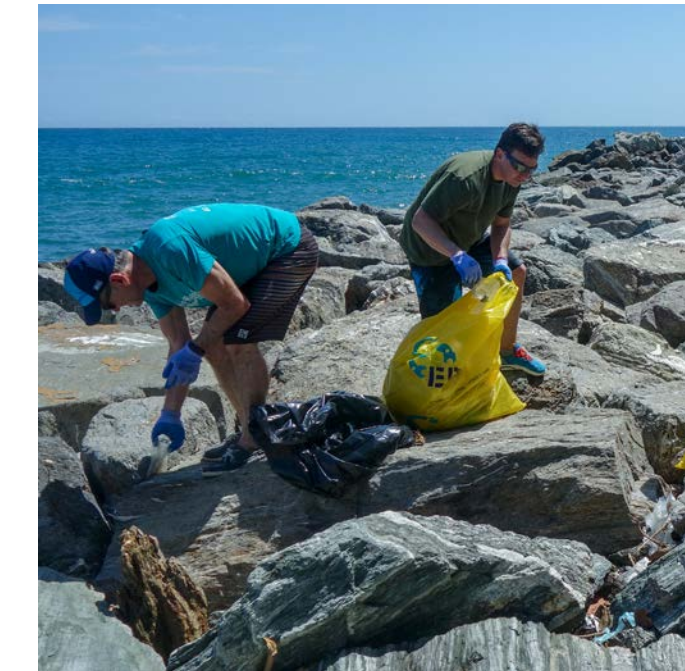


buys 250 coffee plants for Haitian farmers who suffered crop losses after Hurricane Matthew.



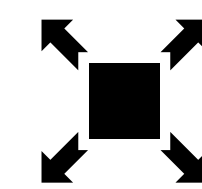
funds a six-week preschool literacy program at the local library.

cfcnc.org • Choose your cause and *Show Some Love* today.



This year, the Department's Combined Federal Campaign (CFC), which runs from Nov. 2 to Jan. 5, will for the first time involve use of an online form, DS Form 1654, for contributions. Employees can use the form to pick the charities to contribute to and the size of their contributions, and choose to make their contribution by payroll deduction or check. The form is located on the myData portal and replaces Employee Express as the CFC giving method. ■

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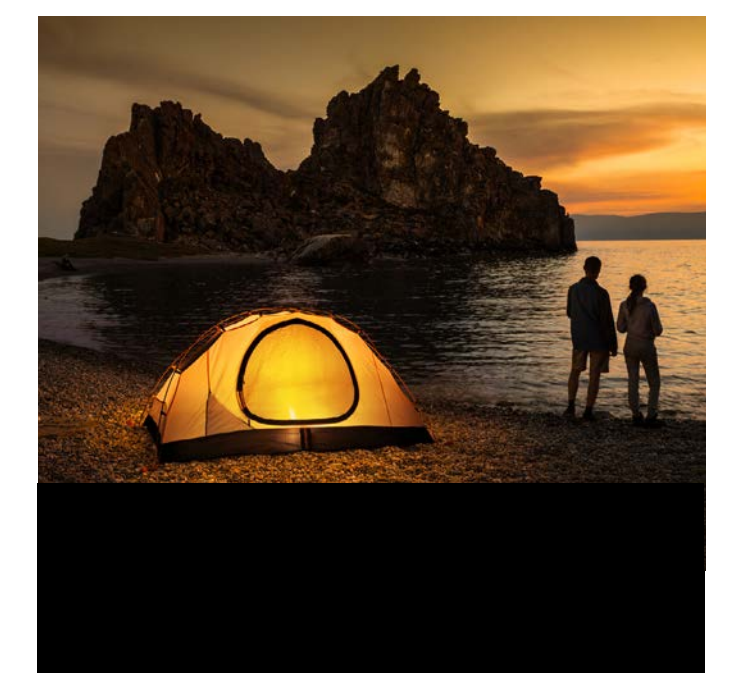
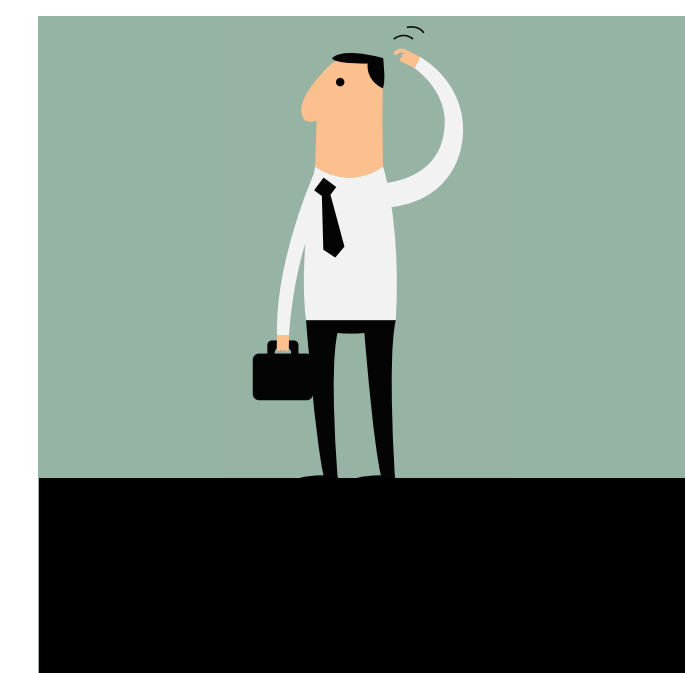
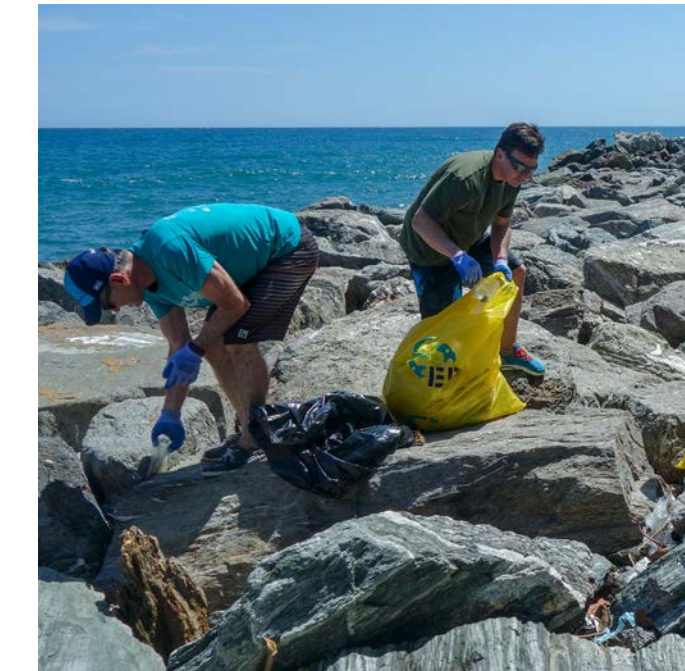


Celebration Honors Marine Corps Birthday



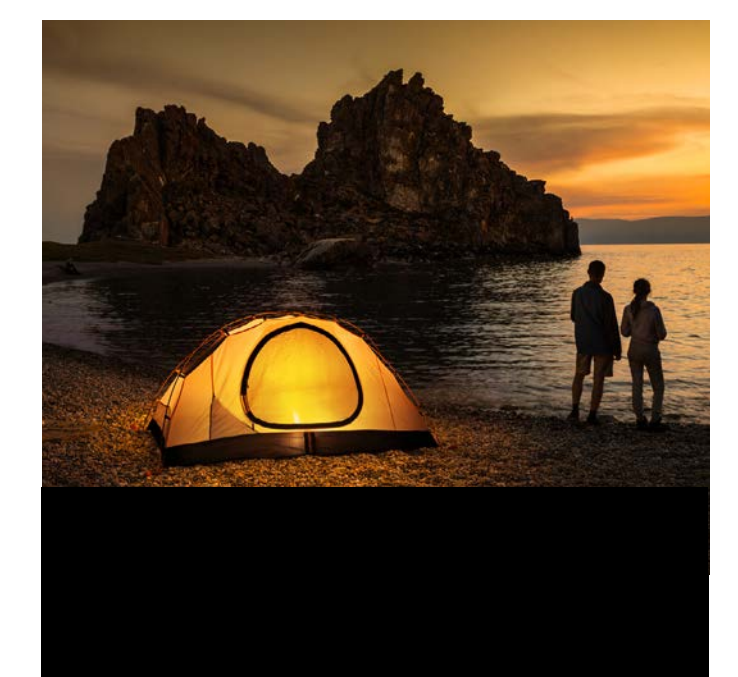
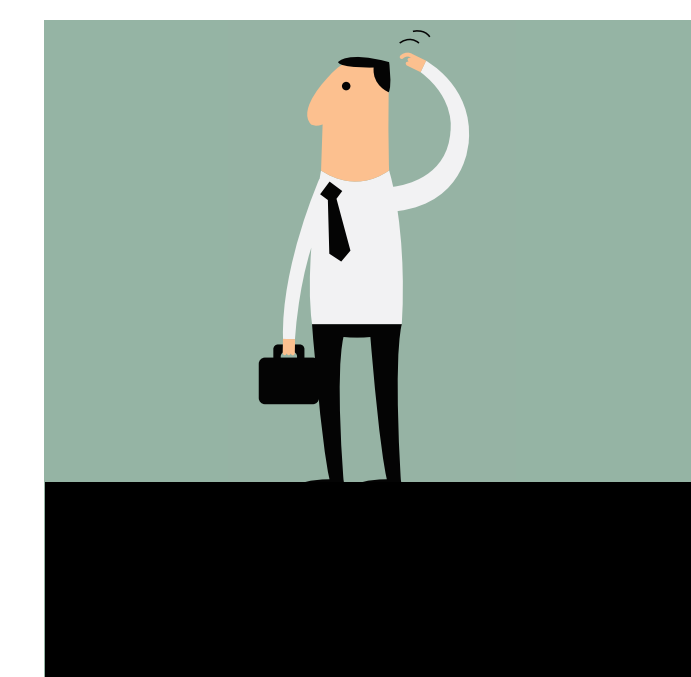
Commandant of the Marine Corps Gen. Robert B. Neller, second from left, participates in a Nov. 2 cake-cutting ceremony during the Department's celebration of the 242nd birthday of the U.S. Marine Corps. The event at Main State honored current and prior-service Marines, and highlighted the storied partnership and continued collaboration between the two organizations. The event was organized and funded by Marines who serve throughout the Department. ■

Photo by Zach Abels



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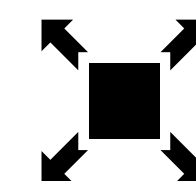
Missions Rwanda and Uganda Face Off Over Soccer



Among the adult fans at a recent inter-mission soccer match are, from left, Centers for Disease Control and Prevention(CDC) Country Director Dr. Lisa Nelson, USAID Health Development Officer Katie Frank, CDC Deputy Country Director Teri Wingate in an eagle mask and LE staff member Brenda Kanyesige, all from Mission Uganda. They were among the fans from Mission Rwanda and Mission Uganda who cheered as the two posts engaged in a friendly soccer match Sept. 23. The game, viewed by DCMs from U.S. Embassies Uganda and Rwanda (respectively, Colette Marcellin and Richard Michaels), ended in a 1-1 tie. Afterward, the teams and fans enjoyed Ugandan food and drink at the home of Team Kampala's Esayas Gebre. ■

Photo by Jonathan Osamuki

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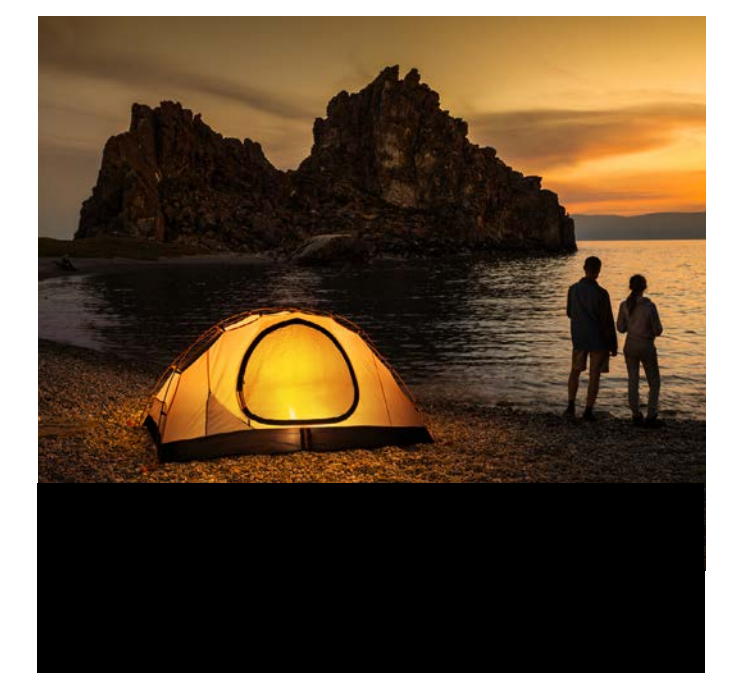
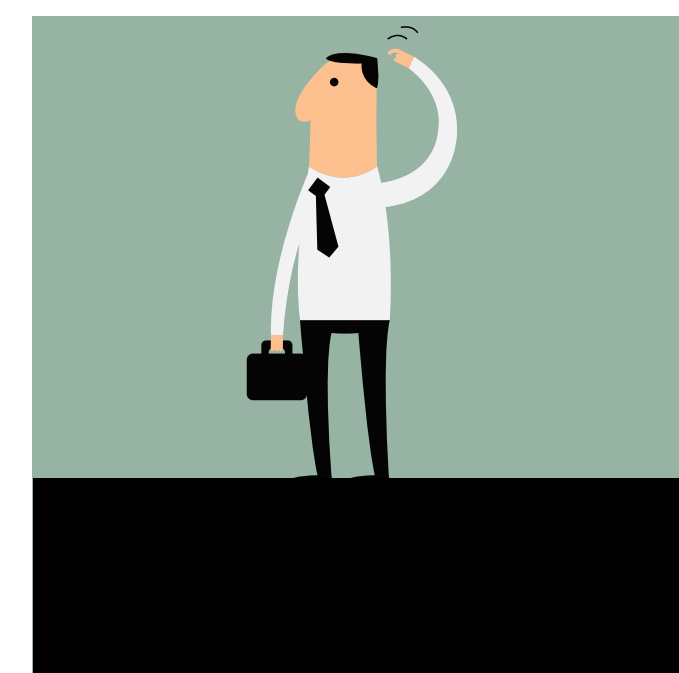


Ethics Answers

Q: My office works closely with a nonprofit organization through a public-private partnership. This year, the nonprofit has invited our whole office to its holiday party, which is supposed to be a sit-down affair. May we attend?

A: Because holiday parties often provide a useful opportunity to share in a diversity of views, your office may be able to take advantage of the Widely Attended Gathering exception to the gift rules. Under this exception, your executive director may be able to approve your attendance at this event, assuming she or he finds that certain factors can be satisfied. (See 11 FAM 613.1-1.) Such approvals must now be in writing. Remember, even if it is permissible to attend and accept food and drinks at a holiday party, the exception that allows attendance at a widely attended gathering hosted by a private outside source does not include accepting any additional tangible gifts, such as holiday presents, even if they're given during the event. Any additional gifts must still fall within a separate appropriate exception for them to be accepted. Political appointees who have signed the Ethics Pledge may not be able to take advantage of the Widely Attended Gathering gift exception in certain circumstances and should contact ethicsattorneymailbox@state.gov for guidance.

Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethics questions, email ethicsattorneymailbox@state.gov



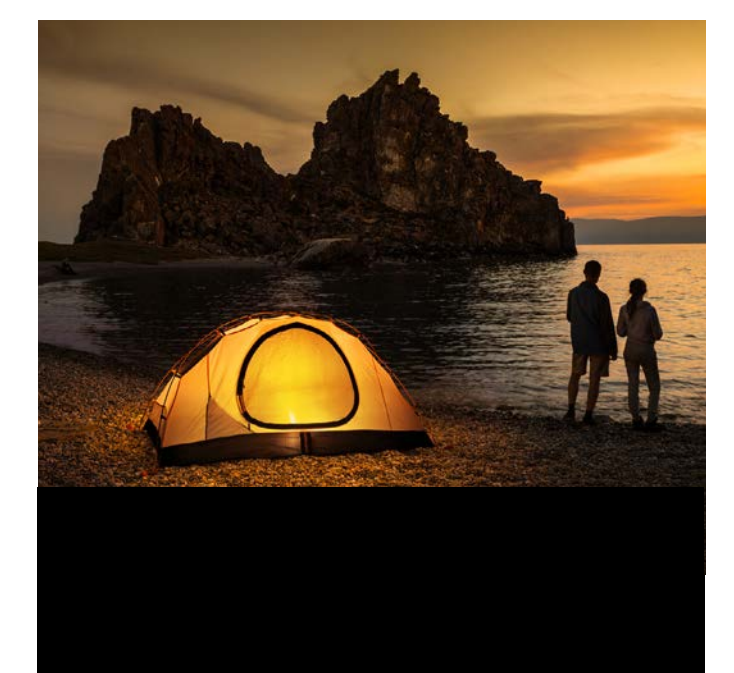
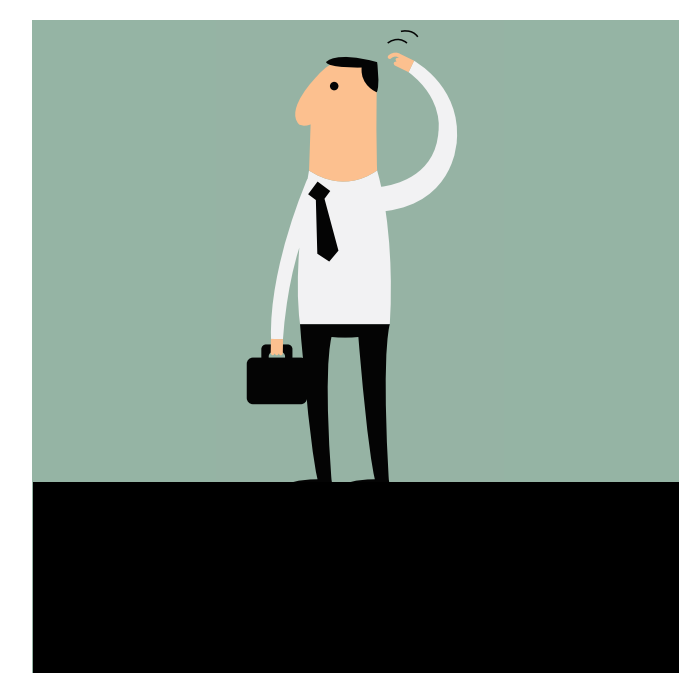
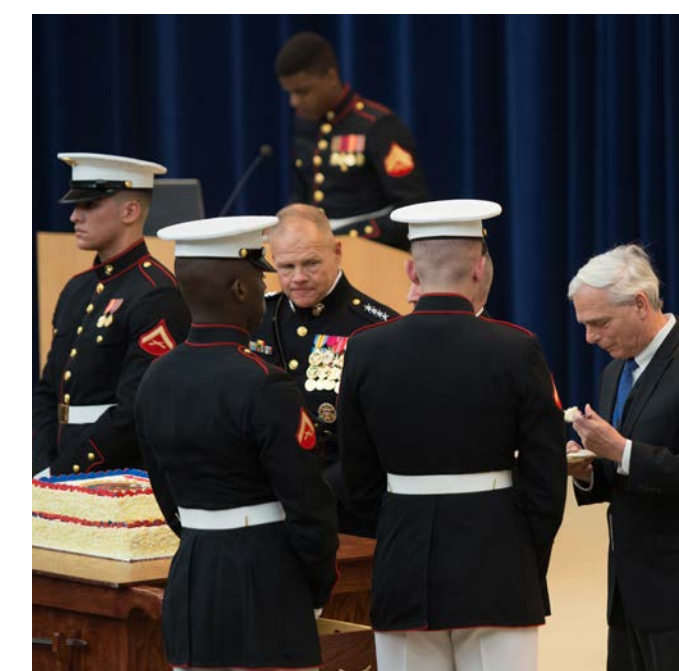
Retirements

Civil Service

Barnett, Linda R.
 Brooks, Josephine C.
 Kennedy, Barbara J.
 Kremenski, Thomas W.
 Krichevskaya, Yelena
 McLaren, Patricia A.
 Morales, Abigail
 Parker, Terri C.
 Quinn, Colleen Marie
 Sanchez, Sophia
 Santiago, Julio A.
 Stanley, Cathy J.
 Sterling, David
 Stevens, Angela D.
 Tolbert, Butrina B.
 Walker, Nancy Jean
 Yuan-Winter, Christine Bo

Foreign Service

Aldridge, George W.
 Ashbery, Wayne B.
 Bopp, Rita W.
 Cellars, Jeffrey R.
 Cunningham, Donald Kenneth
 Elliott, Susan M.
 Garde, Dennis T.
 Gilbert, Terri Rebecca
 Gopinath, Keshav
 Harold, Christine Anne
 Jasik, Theodore E.
 Moore, Margaret J.
 Moore, Mark L.
 Reddick, Eunice S.
 Stuart, Steven W.
 Taylor, John Edward



In Memoriam

Brown

Bruckner

Frechette

Hummon

Lively

Marsh

Salmon

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary, please contact David-Kevin Bryant at bryantdt@state.gov.



In Memoriam

Emerson Milton Brown



Emerson Milton Brown, 97, of Reed City, Mich., died Sept. 11. In 1941, he graduated from Olivet College where he majored in economics and also learned French and German. Later, he was hired by the U.S. Civil Service Commission in Washington, D.C., and sent to Algeria as a clerk stenographer. He was hired in 1943 by the United Nations Relief and Rehabilitation Administration to work with refugees in North and East Africa. He eventually returned to Washington, passed the Foreign Service exam and began a master's program in economics at Georgetown University. As an FSO, he was assigned to West Germany in March 1950. He later served in Bonn, Mumbai, again in Bonn, and as economic counselor in The Hague and Ottawa. When in Washington he completed his master's degree; worked on trade policy, Canadian affairs, and intelligence coordination; and participated in the Senior Seminar. He retired in 1980. After his wife Winifred's death in 1990 he returned to his childhood home in Reed City, where he lived until his death.



In Memoriam

Sandy Bruckner



Sandy Bruckner, of College Park, Md., died Sept. 6. She was a civil servant for the United States Information Agency and Department of State from 1968 to 2017. As Division Chief for the International Information Programs' (IIP) Office of Global Digital Programs, she established the bureau's video conferencing services as an indispensable public diplomacy tool. Bruckner's technological expertise and exceptional customer service was acknowledged and valued by hundreds of FSO, LE staff and CS colleagues worldwide. She served as IIP's Office of American Spaces field support officer for Africa in the final two years of her career. Sandy enjoyed celebrating family events, and was a devoted fan of science fiction and the Washington Nationals.



In Memoriam

Myles Robert Rene Frechette

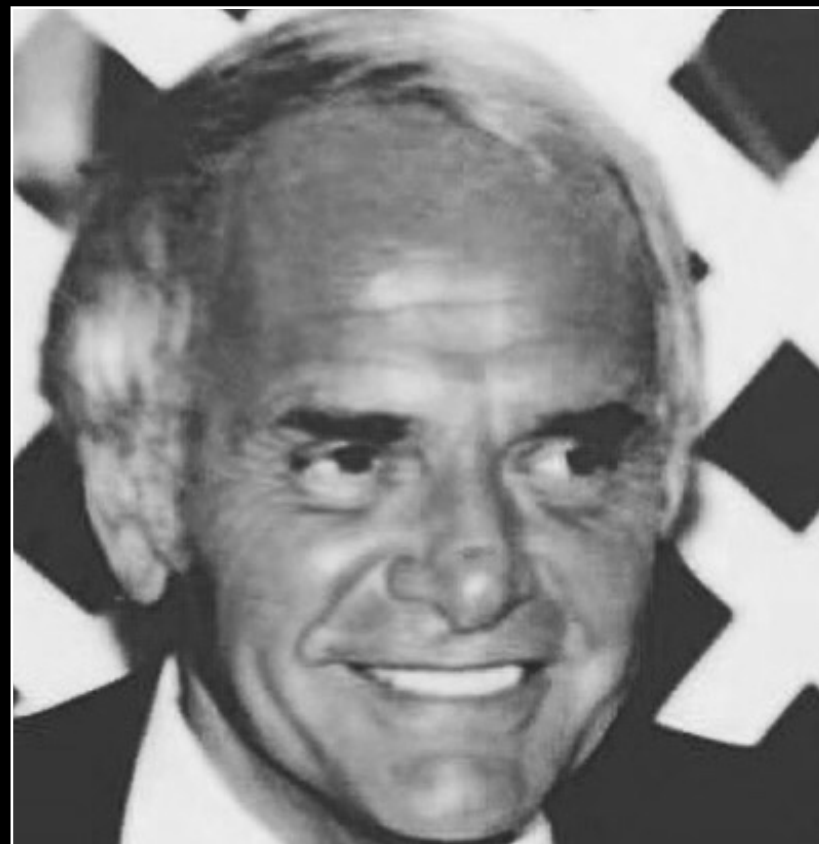


Myles Robert Rene Frechette, 81, died July 1 at Casey House Montgomery Hospice in Rockville, Md. He earned a B.A. in English Literature with a minor in French from the University of British Columbia and entered the Foreign Service in 1963. Fluent in French, Portuguese and Spanish, he served as coordinator of Cuban affairs during the 1980 Mariel boatlift; as U.S. Ambassador to Cameroon; as consul general in Sao Paulo, Brazil; as Assistant United States Trade Representative for Latin America, the Caribbean and Africa; and then as U.S. Ambassador to Colombia. He retired from the Foreign Service in 1998, but continued his work as an international trade and business consultant and served as executive director of the Peruvian Business Council; as president and CEO of the Americas Society/Council of the Americas; taught Latin American business integration at the University of Central Florida in Orlando; and became a senior associate of the Americas Program at the Center for Strategic and International Studies in Washington, D.C.



In Memoriam

John Peter Hummon



John Peter Hummon, 87, died Oct. 5 in Rockville, Md. His career with USAID spanned three and a half decades (1960–1995), serving as a program officer in Tanzania; executive secretary in Washington, D.C.; deputy director of the U.S. Missions in Nigeria and the Philippines; director of Mission in Botswana; and acting U.S. Representative to the U.N. in Geneva. After retiring, John shifted his focus to volunteer work, music, church activities and travel.



In Memoriam

Susan Pierce Lively



Susan Pierce Lively, 67, of Crossroads, Va., died Oct. 23. Born in Danville, Ky., Susan studied at Eckerd College, and then earned a bachelor's with a major in history at Centre College in 1972. Later, she earned a master's degree in Russian and East European studies from the University of Michigan. Between college and graduate school she worked as a reporter at the Danville Advocate-Messenger, writing about her hometown. She also worked in the office of U.S. Representative Tim Lee Carter of Kentucky and traveled with a U.S. exhibit around the Soviet Union for several months. In 1979, she joined the Department of State as a consular officer, part of the first large wave of women hired as diplomats. During her career, she served in Albania, Barbados, China, Poland, the Soviet Union and Washington. Even when she retired after 24 years, she continued on at the Department for 12 additional years as a part-time employee, tackling assignments around the world and monitoring elections in Eastern Europe and in the former Soviet Union.



In Memoriam

William Harrison Marsh



William Harrison Marsh, 86, a longtime resident of Washington, D.C., died peacefully in his sleep Sept. 26. Born in Scranton, Pa., Bill attended Cornell University where he majored in government studies. He spent two years as a lieutenant in the Air Force, serving as an adjutant to the General Staff in Tokyo and then attended the Woodrow Wilson School at Princeton, eventually entering the Foreign Service. He served in Vietnam from 1963 to 1966, and then served from 1972 to 1974 with the U.S. delegation to the Vietnam peace talks in Paris. Bill also served as Deputy Chief of Mission to the U.N. in Geneva and as U.S. Permanent Representative to the United Nations Agencies for Food and Agriculture in Rome where he received a presidential award for his oversight of food provisions to starving refugees during the Kosovo War. Bill returned from retirement to serve as Senior Advisor for European Affairs to the U.S. Delegation to the General Assembly in New York City for nine years.



In Memoriam

William Cooper Salmon



William “Bill” Cooper Salmon, 81, of Williamsburg, Va., died July 27. Born in New York City Sept. 3, 1935, Bill grew up in Hingham, Mass., and eventually attended MIT where he earned both B.S. and M.S. degrees in Mechanical Engineering. In 1961, he moved to Washington, D.C., and joined the Department of State as an assistant science advisor. He returned to MIT in 1969 to earn an M.S. in Management Science. He retired from the Department in 1986 to serve as executive officer for the National Academy of Engineering, where he remained until his retirement in 2000.





Unlike sea urchins, which are covered with long, hard spines, sea cucumbers like this one in National Marine Sanctuary of American Samoa are actually covered with soft, leathery skin.

Photo by Greg McFall/NOAA

End State

